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WORKING TIME

Daily hours decline, flextime still a novelty

A 1977 survey of Canadian employers finds that while a trend toward reduced hours of work continues, flexible working hours are available in only a minority of workplaces. A Toronto-based firm, The Canadian Labour Views Company, analyzed responses from 1,114 private sector employers, with 196,005 employees, and 168 public-sector employers, with 82,881 employees.

CLV reports that, as in 1976, the most predominant group in the 1977 survey is made up of employers that have 7½ daily hours and 37½ weekly hours — 47.4 per cent of the sample, a minor increase of only 0.2 per cent of the sample in the year. However, the next largest category, 23.6 per cent, has a seven-hour day and a 35-hour week, up by 3.5 per cent from 1976. And the category with daily hours of 7¼ and weekly hours of 36¼ accounts for 9.3 per cent of the sample, an increase of 1.2 per cent.

The most significant change, however, is in the category of employers with an eight-hour day and a 40-hour week — 11.7 per cent this year, and a decrease in the sample of 6.4 per cent from 1976 and of 9.9 per cent since 1974.

In the public sector, hours of work are significantly lower than in the private sector, with 61.9 per cent of employers having a seven-hour day and a 35-hour week, and 15.5 per cent a 7½-hour day and a 37½-hour week.

The report describes flexible working hours as "still a novelty" even though they have been "in the forefront of new approaches to employer-employee relations in the last four or five years." Only about 12.5 per cent of the employers have adopted any form of flexible working hours, including staggered hours, for employees.

CLV says it compiled its data on an employer-weighted basis rather than an employee-weighted basis. Otherwise, the report said, "small and medium-sized firms, although outnumbering large employers, would be lost in the shuffle." Office and technical employees of about 87 per cent of the private sector employers are non-unionized, 10.6 per cent are unionized and of the other 2.4 per cent, "partially unionized". In the public sector, the non-unionized percentage is 47.6.

CLV reports that 33.6 per cent of the employers granted 11 days of paid holidays in 1977, 31.6 per cent 10 days and only 11.7 per cent 12 days. That 11.7 per cent was an increase of only 0.5 per cent of the sample since a similar survey in 1976. "Thus it appears that a paid holiday provision of 11 days is, and may continue to be, the predominant provision." It notes that this situation could change, however, if the 12 extra days of paid "personal leave" over three years, provided in the current aut agreements, should begin filterin through the economy.

Three weeks' vacation with pay is granted after five years by 54.7 pe cent of the employers, after four years by 3.2 per cent, after three years by 11.2 per cent and after s years or more by 21.6 per cent. Four weeks' vacation is granted after 15 years of service by 39.8 per cent and after 10 years by 19. per cent. The survey found a significant increase from 1976 in the percentage of employers granting five weeks' vacation afte 20 to 25 years inclusive — from 49.3 per cent to 55.8 per cent.

The survey also questioned employers on whether they have Christmas shutdown — a large contributing factor to the general increase in paid holidays. Almost 25 per cent of all respondents replied that they have a Christma shutdown, but only 2 per cent of public service employers responding have a Christmas shu down regularly and another 7 per cent "sometimes."

U.S. work week profile

A survey by the U.S. Bureau of Census shows that only about 1.2 per cent of workers were on a four-day work week in 1976. No industry or occupation showed extensive use of four-day work weeks, the bureau reports. The proportion of full-time workers on a five-day work week in the Unite States increased from 81.0 per cent in 1973 to 83.7 per cent in 1975 but remained at that level in May 1976.

Workers on six-day schedules, however, declined from 10.6 per cent in 1973 to 8.3 per cent in 197 but rose to 8.8 per cent in 1976.

And workers on 5-day schedules declined from 4.7 per cent in 1973 to 3.9 per cent in 1975 and stayed at that level the following year.

THE ECONOMY

Mini budget

Incomes controls under the anti-inflation program will be phased out starting April 14, 1978, two-and-a-half years after the program started. Finance Minister Jean Chretien announced the date in an Oct. 20 economic and fiscal statement to the Commons. He also announced that the permissible wage and salary increase in the third year of controls will be reduced from 8 per cent to 6 per cent.

"In the phased process of decontrol (beginning mid-April), employees will be free of controls for the guideline years which start after that date," he said. "Business will be free of price and profits controls for their fiscal years which begin after that date."

Chretien also predicted that "barring unforseen events," the rate of inflation will come down below 6 per cent next year, "so the lower guidelines will not lead to a fall in real incomes."

To stimulate a lagging economy, with unemployment at 8.3 per cent, Chretien announced a personal income tax cut of up to $100 for low and middle income taxpayers and a $100 million program of credits to employers for job creation, details of which are to be announced later. In addition to a total of $450 million allotted this year for Canada Works, Young Canada Workers and other job creation programs, another $150 million will be provided for work projects with a high employment content — "focussed on high unemployment areas and beginning immediately."

In his statement, the minister said he expects the economy to grow in real terms by 5 per cent next year.

He said the country has "serious" economic problems, but called on Canadians "to adopt once again the spirit of adventure and taste for risks of the people who built Canada. "I know that the vast majority of Canadians want to roll up their sleeves, use their imagination, create, and produce in the manner of those who came before us," he said.

He also promised strict restraints on government spending, but still estimated that the government's total financial requirements will increase from $5.5 billion in 1976-77 to $8.5 billion in 1977-78.

The Canadian Labour Congress reacted negatively to the statement. "Instead of removing controls immediately as it has been advised by labour, business and a host of economists, the government has actually tightened up on controls," CLC President Joe Morris complained in a statement. "The reduction of 2 per cent in what would have been the allowable wage increase under the old controls regulations will rob the economy by up to a possible $2 billion in lost wages — money which would have gone back into the economy for the purchase of goods, which would have stimulated jobs."

"In addition, the controls have actually been extended instead of shortened," he added. "The April 14, 1978 beginning for a phased withdrawal of the program will leave many thousands of working people under their effect well after the original Dec. 31, 1978 termination date."

Morris said the government job stimulation promises would "at best" create an additional 50,000 jobs — a "paltry figure" when well over a million Canadians will be without work this winter."

CONSTRUCTION

Quebec issues new regulations

The Quebec government adopted new regulations governing union hiring halls in September. The halls, renamed "union hiring agencies," are required to provide details of their internal operations to the Office de la construction du Québec, which issues operation permits that may be revoked at any time. The agencies must comply with a code of ethics and abide by a new manpower quota system designed to provide greater job security to the province's 125,000 construction workers. Under the quota system, unionized employees with experience in construction will be given priority in hiring over applicants with no experience.

Operations of union hiring halls have long been a subject of controversy in the province, with complaints of blackmail and discrimination-practices specifically forbidden under the new regulations. Spokesmen for the construction group of the Confederation of National Trade Unions welcomed the reforms for meeting the group's long-standing demands that job applicants with no previous experience in construction be barred as long as employees with seniority are without work. However, the group criticized the lack of provision for "a fair and effective appeal mechanism."

HEALTH AND SAFETY

OSHA plan for chemicals

The United States Occupational Safety and Health Administration has unveiled a comprehensive plan to regulate cancer-causing chemicals in industry. At least a year of hearings and revisions is expected, however, before the program can be implemented.

The government wants to set up a uniform system for regulating an entire class of worker hazards instead of setting individual exposure limits for specific substances. The proposal outlines the evidence the government would use to classify cancer-causing chemicals and to determine possible levels of exposures. In the past, cancer-causing agents have been dealt with on a case-by-case basis, a system Labor Secretary Ray Marshall has described as "trying to put out a forest fire one tree at a time."

Only 17 of the 15,000 to 20,000 chemicals identified as known or suspected to have caused cancer have been brought under regulatory action by the Administration in its six-year existence. But agency officials estimate that there are nearly 100 chemicals that could be classified as confirmed carcinogens as soon as the new plan was implemented.

The proposals were announced as officials of the National Institute of Occupational Safety and Health reported the results of a survey estimating that close to 1 million U.S. workers are potentially exposed to known carcinogens at their workplace.

The survey estimated that another 20 million workers — about one quarter of the labour force — encounter potentially dangerous pollutants at their jobs, ranging from noise and oil mists to known cancer-causing agents such as asbestos and benzene.

Vocational diseases increasing

More and more industrial and vocational diseases are being discovered in West Germany as in other industrial countries. In the past 15 years the number of "recognized occupational illnesses" has risen from 40 to 49, according to the July issue of the government's monthly *Sozial-Report*. The "new" occupational diseases include chemical diseases to the eyes, the effects of Laser beams, and "farmers' lungs" a disease caused by inhaling protein-laden dust from hay or grain.

There are 6,000 company doctors in the country and they are required by law to have special knowledge of industrial medicine as well as experience in physiology, psychology and ergonomy.

EDUCATION

Management training inappropriate?

A report in the Oct. 3 *Financial Times* says millions of dollars a year are being wasted on management training courses by Canadian companies. Staff writer Les Whittington says many companies send managers to inappropriate or inadequate courses or fail to allow them to apply what they have learned when the course is over.

Whittington says those opinions emerge from interviews with 30 management consultants and corporate and government management training officers across the country. He comments: "They paint a picture of top-level executives who may be tough, sophisticated and cost-conscious in most aspects of business but are often naive when confronted with the need to improve themselves or their subordinates through training."

A management training boom is sweeping North America, he writes. "Bell Canada, for example, now spends $900,000 a year training managers. Shell Canada Ltd. spends an estimated $500,000. The Bank of Montreal $3 million, Steel Co. of Canada Ltd. (Stelco) $214,000." And topping all of them is the federal government with an annual spending of $56 million on training.

A corporation has three options to trying to improve its managers' abilities: developing its own in-house program, bringing in management consultants to conduct courses, or sending executives to seminars or training courses outside the company. There now are 3,000 such outside courses, Whittington says, covering every facet of management, offered by 90 organizations.

While management consulting firms and universities offer some of the courses, the vast majority are put on by management training institutes or associations. He estimates that from 100,000 to 200,000 managers attend courses offered by these organizations every year, costing a total of $35 million or more. "Many executives will pay about $1,000, including course fees, travel and hotel costs for a three-day seminar. And a major corporation may send from 300 to 500 people a year on course," he observes.

He heard complaints that the courses are often too general, not

tailored to the specific needs of a company or industry, and too often promoted on the basis of famous speakers or fashionable topics "which turn out to be only marginally useful." Other complaints were that too many companies did not allow the course taker to apply whatever knowledge he had gained, or treated courses as a "one-shot solution."

Although there is a current trend among employers toward developing in-house courses, Whittington says "the market for seminars seems to be growing as managers struggle to cope with today's rapidly changing business environment. He says companies may feel they have little choice but to engage in some "defensive" management improvements. And he quotes Helen Vien-Tremblay, manager of outside programs for the Royal Bank of Canada: "The courses minimize the risks that a manager is not going to be able to do what he was hired for."

EMPLOYEE COMPENSATION

Increases for managers decline

Salary increases for managers are averaging 9.2 per cent in Canada this year, according to a survey of 650 corporations by H.V. Chapman and Associates Ltd., Toronto management consultants. It is the first year since 1973 that average annual increases for middle and upper management have been below 10 per cent.

The survey attributes much of the change to Anti-Inflation Board regulations. Among companies subject to AIB rules, less than one manager in 10 has received a salary increase of 10 per cent or more, but among companies not subject to the mandatory guidelines, nearly 66 per cent gave raises above 10 per cent. In general, the annual survey shows, compensation increases have declined steadily since 1975 when they averaged 14.2 per cent, their highest point so far in the 1970s. The survey covers 50 management positions but excludes chief executives.

INDUSTRIAL RELATIONS

OECD praises Japan

Western industrialized nations have much to learn from Japan about enhancing productivity and the quality of working life, according to a recently released report by the Organization for Economic Co-operation and Development. The report draws particular attention to Japan's success in achieving "the single-minded co-operation of labour and management within enterprises."

"Coupled with this is the confidence that important decisions, even if they do not satisfy everyone, will be reached by consensus and are not likely to result from management using a strategically powerful position to achieve something at the expense of the workers, or workers using their power to make management accept a policy which may be detrimental to efficiency," the report adds.

The OECD report has a great deal of praise for Japan's industrial relations system in developing a sound economy: "The system provides an effective means of determining wages, working conditions and employment practices, and a framework for interaction between the parties to the system which is stable and both conducive to a high level of performance and the satisfaction of the parties, and, indeed, to the community as a whole."

It describes the system as based on three "pillars" — lifetime or "career" employment, seniority wages and enterprise trade unions. Once a worker joins a large Japanese company he expects to stay with that firm until he retires, unless he is guilty of misconduct. Under "seniority" wages he can expect his initially low income to increase until his retirement, regardless of his specific work assignment. Almost 95 per cent of Japanese unions are made up of members working for an individual employer. Such "enterprise unions" represent 80 per cent of all unionized employees in Japan.

The report also says that these pillars almost eliminate resistance by employees to technological or structural change, since workers' incomes or job security are not threatened. The one major drawback is, of course, frequent overmanning, since a company is not free to reduce its workforce.

However, the report predicts the possibility of changes in the system because of changing attitudes of Japanese workers who are showing concern that economic growth is taking too high a toll on the environment. Workers are also showing more interest in adequate housing and social security than in increased disposable income. Finally, as in several other industrial countries, there appears to be a falling off in traditional devotion to work, particularly among young workers. The OECD report is entitled *The Development of Industrial Relations Systems: Some implications of Japanese experience.* lg

Are independent local unions company dominated?

A recent survey of independent local unions in Canada finds that they do not consider themselves as "company" unions accepting substandard wages and working conditions. Nevertheless, there are differences in their attitudes and practices from those of unions in the mainstream of organized labour.

They are more reluctant to use the strike weapon, believe in co-operative rather than adversary employer-employee relations, and support the Anti-Inflation Board's mandatory wage guidelines. Overwhelmingly they see inflation as a prime problem facing society, listing the others, in order, as big government, big business, big unions and unemployment.

The study, believed to be the first ever conducted of the independents in Canada, was undertaken by G.S. Rajan, an associate professor in the department of management at Concordia University, Montreal, and W. Grigoleitis, a graduate student in business administration.

As a result of their research, they maintain that the independent unions cannot be dismissed as "employer dominated and weak" labour organizations. One reason for this, of course, is that the independents are able to hold out to their employers the threat of affiliation with a larger and more powerful organization.

"Inequitable treatment today would push these unions into the camp of the more aggressive and militant unions to the likely detriment of the company," the researchers say. Hence they exist "in the trend-setting shadow of the large dominant labour organizations, and reap the fruit not because of their outstanding abilities or employers' benevolence but because of a realistic appraisal of the employers' alternatives."

The independents have been losing ground — representing 2.7 per cent of the labour force in 1964 but only 1.4 per cent in 1975. Most of them operate in the general manufacturing and service industry but they also represent workers in the food and beverage industries as well as such diverse categories as airline pilots, tar sand operators, foreign service operators and nurses. Only a minority call themselves unions. Most call themselves associations or use such titles as "committee," "society" or "collective bargaining organization."

Rajan and Grigoleitis mailed a questionnaire to all 114 organizations that met their definition of "an independent, unaffiliated local that deals with a single employer, and that is certified as a bargaining unit under the appropriate legislation." They received 60 returns — representing every province except Newfoundland and Nova Scotia — of which five had to be excluded because the unions had either ceased to function or had become part of a regional or national labour organization.

Job security and indexation are not top priority issues in contract negotiations

Independent local unions are not subject to the reporting requirements of the Corporations and Labour Returns Reporting Act and the authors say they are frequently reluctant to disclose any information to government or anyone else. Even their listing in the Labour Canada directory, *Labour Organizations in Canada* "is being criticized as an invitation to be raided by the more powerful and larger labour organizations," the authors observe.

The oldest union responding to the survey was founded 36 years ago and the youngest in 1976, with the average age 18 years. Average membership size is 353 — ranging from a low of 10 to a high of 3,350. About 55 per cent represent blue-collar workers only, 13 per cent professionals only, 7 per cent white-collar employees only and 11 per cent both blue- and white-collar. Fifteen of the unions represent employees of large multinational corporations such as Gulf Oil, Pepsi Cola and RCA.

About 60 per cent report that they hold executive meetings regularly — at least once a month. But only 31 per cent compensate their leaders and other executive officers in any way. Overall average attendance at membership meetings is 49 per cent — ranging

from 19 per cent for unions with 500 or more members to an average 58 per cent for those with smaller memberships.

Union dues average $5 a month. This is about the level of major affiliated unions of 10 years ago and, the authors contend, would support the belief "that low union dues are one of the attractive features of independent local unions." However, if members pay lower dues, they may be getting less in return: "The independent union has limited financial resources, which seems to be compatible with a low level of service and may be indicative of the limited expectations, including the absence of confrontation with the employer."

They depart from the inevitable adversary position normally associated with the mainstream of organized labour

Some light on the unions' attitudes and expectations is shown by their responses to questions about the way their employers accepted them: 75 per cent of employers "welcomed" the establishment of the union, 14 per cent expressed "indifference" and only 11 per cent expressed "annoyance." Moreover, 87 per cent of the unions reported their relationships with the employer as "positive." The researchers comment: "This may be an indication of harmony or an expression of weakness on the part of the labour organizations studied."

Only 5 of the 55 unions report ever having had a strike, and the duration of the strikes ranged from one day to six weeks. "It would be safe to suggest that these independent locals have overwhelmingly stayed away from strikes," Rajan and Grigoleitis note.

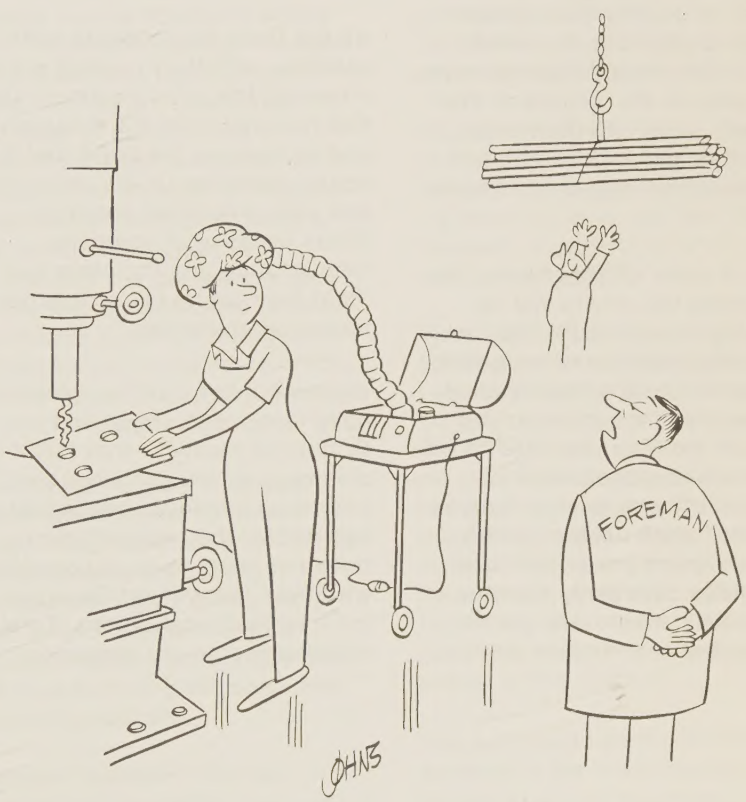
The unions give priority to monetary issues in contract negotiations. Next in order are working conditions, and fringe benefits. Also given importance are respect for the contract, safety and language — French and English — issues. "Job security and indexation were not placed at the top at all," the researchers report.

About 44 per cent of the locals said they had been approached by larger organizations regarding affiliation, 29 per cent considered the possibility, and 16 per cent have threatened such affiliation "as a tactical move during negotiations." Eight of the unions with 500 or more members said they had been targets of unsuccessful raids by larger national and international

"There is some renewed virtue in being politically uncommitted and philosophically committed only to the continued welfare of the membership and the company"

unions but only 5 per cent of the smaller locals. Most of the raiding attempts were in Quebec, Ontario and British Columbia.

Responses to questions about the philosophy of the independent unions indicate "an idealistic view of employer-employee relations, and a departure from the inevitable adversary position normally associated with the mainstream of



"I'M AFRAID YOU MISUNDERSTOOD WHAT WE MEANT BY SELF-IMPROVEMENT ON THE JOB, MISS HARTWELL"

organized labour," the researchers report. "The unions think they are benefiting from this approach of co-operation instead of confrontation.

"Union leaders insist that their objectives are to get a fair deal and protection for individual members through collective bargaining and that a reasoned dialogue for the mutual benefit of union members and the company is possible through a small union. There were only two unions that felt their smallness prevented them from being very effective in their relationship with their employer.

"Mostly the leaders believe that good common sense and honesty were traits expected from them as well as an open and democratic conduct of union affairs, which they say is possible in a small union. Union responsibilities must centre around the welfare of their members, reflecting their collective wishes and aspirations, and smallness, they say, is conducive to this."

These, in order of importance, are the reasons the unions list for remaining independent: "fast and personalized service to members; lower union dues; closer relationship between the employer and the union; better knowledge of the company's operations and its procedures; lower cost of running the union; small unions can be free from union power struggle and politics commonly found in large unions; employers' preference to deal with smaller unions; ability to have agreements to suit the local conditions; advantage of knowing members individually and personally."

The researchers add: "These unions do not see themselves as convenient 'company' unions established to protect the employer; rather they view themselves as 'legitimate' and 'reasonable' labour organizations which achieve in a harmonious way what others have to extract in an adversary climate."

They support the Anti-Inflation Board's mandatory wage guidelines and see inflation as a prime problem facing society

All but three respondents were satisfied with their present status, stressing the good treatment they had received from the employer and expressing the hope that it would continue. Of the other three, one was concerned about its future because of company restructuring and the other two felt "that their future lay with larger labour organizations."

In their appraisal of the questionnaire responses, Rajan and Grigoleitis maintain that "total dismissal of weak independent unions as employer-dominated and non-viable labour organizations does not seem to be appropriate with even the smaller Canadian independent local unions. Total dependence on the employers'

Their listing in the Labour Canada directory* Labour Organizations in Canada, *"is being criticized as an invitation to be raided"

benevolence no longer seems relevant in times of job mobility, vigilant labour relations boards and labour conscious governments. Even the smallest Canadian independent unions seem to be satisfied with the treatment they receive in the light of all the comparative information available to them. Some of the independent locals still feel the limitations of their small size, but most small and certainly the larger independent locals appear to be capable of a mature collective bargaining relationship.

"At a time when labour organizations are being accused of having become too powerful to the detriment of society, there is some renewed virtue in being politically uncommitted and philosophically committed only to the continued welfare of the membership and the company."

The researchers believe that inequitable treatment by employers "would push these unions into the camp of the more aggressive and militant unions to the likely detriment of the company. The quiet sufferance of substandard conditions appears to be an improbable situation today." lg

R.L

Major amendments to the Canada Labour Code

Labour Minister John Munro has introduced in the Commons an omnibus bill proposing the first major revisions to the Canada Labour Code in five years. Described by Munro as a "charter for workers' rights though as yet not a full and complete one," the basic objectives of the amendments, introduced Oct. 27, would be to improve the protection of workers, particularly the unorganized, improve job satisfaction and reduce labour relations conflict. Improving job satisfaction is also seen as enhancing productivity and employer-employee relations and reducing absenteeism.

Amendments to Part IV of the Code, dealing with safety and health of workers, would give employees the right to withdraw, without loss of pay, from work situations which they consider pose imminent personal danger. They would also enable the establishment of employer-employee safety committees. The committees would identify work hazards and ensure that they are corrected, and would also provide employees with a voice in matters related to job safety.

Amendments to Part III of the Code, which deals with labour standards, would extend the benefits of the Code except those related to hours of work, to managerial and professional employees. The amendments would also extend protection against unjust firing, with the right to appeal; provide employees with basic job protection during periods of sickness; provide paid leave to qualified employees when a member of their family dies; require employers to pay all wages due to their employees on a regular and timely basis; increase to nine the number of Statutory Holidays by adding Boxing Day, and eliminate pregnancy as a cause for layoff or dismissal. Under the present standard employers may dismiss an employee with less than 12 months' service solely because she is pregnant.

Amendments to Part V, dealing specifically with industrial relations legislation, would require unions to furnish members with financial statements; give the Canada Labour Relations Board more discretion to order representation votes and related run-off votes; remove administrative obstacles to certification of councils of trade unions so as to facilitate the creation of broader-based bargaining units; require that unions fairly represent members of the bargaining unit; ensure fair and objective referral procedures by union hiring halls, and authorize the CLRB to establish the terms of a first agreement, on referral from the minister.

Munro said the Part V amendments are intended to reduce delays in administering the collective bargaining process; to increase the rights of the individual, and to reduce tensions between labour and management, and thus reinforce the collective bargaining system.

In a brief statement, Donald Montgomery, secretary-treasurer of the Canadian Labour Congress, criticized the amendments for "holding out a false hope to unorganized workers." He also said that he believes from organized labour's experience with equal pay legislation, that "it is doubtful that many unorganized workers who are unjustly fired would risk the wrath of the employer by seeking out an official of the federal labour department to lay a complaint formally."

Noting that the amendment would include an adjudication process for which the government would cover the expense, Montgomery asked: "Why should the government not cover the costs of union members who use grievance procedures in their union contracts and go to arbitration to appeal unjust dismissals?"

Montgomery declined to comment on the legislation in detail until he had seen the regulations concerning hours of work and the establishment of work-site health and safety committees.

Munro described the proposed revisions as an integral part of Labour Canada's broad program of initiatives designed "to improve the working environment in general, and buttress the collective bargaining process and the labour relations system." They both reflect "the advancement that has taken place generally in the labour field" and also correct "some problems that arise in the administration of the Code."

The bill affects about 550,000 workers in the federally-regulated private sector in industries such as railways, airlines, banking, trucking, broadcasting, grain-handling, communications and port operations. lg

Canada's economy: the challenges ahead

by George Post

In the following article, George Post discusses some of the major issues facing the Canadian economy. His primary concern is that we may focus too much attention on our immediate problems and not enough on the more basic structural adjustments that are required to maintain a healthy economy.

Let's face it, the present performance of the economy is disappointing. The principal indicators of this poor performance are excess capacity and high levels of unemployment. The immediate causes are quite apparent:

- The growth of our exports to the United States and other OECD countries has been relatively modest for the early stages of a business cycle recovery.

- Business investment spending for both capital facilities and for inventories has been slack.

- The growth of government expenditures has been tightly controlled.

- Consumers' inclinations to spend out of disposable income have been very subdued and when they have spent they have bought a lot of imported goods.

The reasons behind each of the components of this weak aggregate demand picture are also fairly apparent. Fear of inflation and oil import costs have made many countries shy away from aggressive demand stimulation policies; excess capacity and slim rate-of-return projections have discouraged business investment; uncertainty about controls, inflation and even Confederation have cast a gloomy shadow over both businessmen and consumers, and governments have received a clear indication that public opinion favours restraint.

George Post is acting chairman of the Economic Council of Canada.

The recent evolution of prices is also discouraging in spite of more moderate wage settlements. Raw materials and food commodity prices that were weak last year have been stronger in 1977, and energy prices continue to rise. Profits have been slack due to weak productivity performance so that business can justify passing along cost increases without violating the A.I.B. guidelines.

By the coincidence of these developments, we find ourselves in a situation where unemployment is significantly higher than a year ago and especially high for young people, consumer prices are going up faster than a year ago, and our balance of payments deficit is large and persistent.

Nevertheless, the Canadian economy has been growing — however slowly. Since the second quarter of 1975 (when the U.S. recession is assumed to have touched bottom) employment in Canada has increased by 381,000 or 4.1 per cent, industrial production has increased by 9 per cent and exports have grown by 15.7 per cent.

There must be a better match between the jobs provided and the education, interests and expectations of the people involved

With present excess capacity and unemployment, traditional stabilization policy would call for government measures to stimulate the economy and hence make use of the resources that would otherwise be idle to create goods and services that would otherwise be foregone. But Canadian authorities find themselves in the same quandary as governments in other countries that are highly dependent on international trade — for example, Australia, Belgium, Holland and Sweden.

First, there is little they can do through domestic measures to stimulate export demand. If they do stimulate domestic demand some of this will spill over into increased imports and aggravate balance of payments deficits that are already high. Further, they risk getting into a position of capacity utilization that will limit their ability to compete in export markets when international demand picks up. Secondly, increased government deficits to stimulate the domestic economy may push up domestic interest rates and/or the foreign exchange rate, which would depress business investment, housing and exports. Finally, stimulation may undercut domestic programs to reduce cost and price increases. It is certainly tough to be a Minister of Finance these days.

The projections prepared by the Economic Council of Canada suggest that with the risks of continuing cost pressures after the ending of controls, it will be desirable to stimulate demand and employment growth rather carefully and that it may take several years to achieve acceptable unemployment and inflation targets. Though we foresee a modest recovery led mainly by exports in the next two years, with present policy settings growth in GNP will not be strong as we move into the 1980s. Domestic capital spending will be sustained by the energy-related construction projects initiated in this period, but the stimulus will likely be localized. Employment is not expected to grow much faster than the labour force; as a result, unemployment is projected to remain high. On the inflation front, cost-push pressures still present in the domestic economy, combined with projected relatively high inflation rates in other OECD countries, are likely to subject Canadian prices to continuing upward pressures.

Quite apart from the problems of cyclical economic performance, which receive a lot of attention, there are other, longer-term, challenges for the Canadian economy. Among the trends affecting the shape and structure of the economy, five issues are worthy of mention. They are substantially inter-related and each will require considerable adaptability of perceptions and behaviour.

The first trend is that the *potential rate of economic growth in Canada is likely to slow*, partly because population growth has slowed and partly because the pattern of demand seems likely to shift toward service activities where productivity improvements will be harder to achieve. The average age and the average level of skill in our labour force will, however, be higher. The main implications of this are that Canadian wages will remain high by international standards while the hard core of unemployment should gradually fall, Canadian business should be aware of, and concerned with, this trend.

Toronto Star Syndicate

"And remember, son, don't take any wooden nickels or Canadian money."

We must not try to force a labour force educated for the 1980s into an antiquated manufacturing sector or an obsolete industrial relations system

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The second issue concerns *international trade*. Canada's current account deficit is high and its share of world exports has been declining steadily in recent years, particularly in more highly processed exports.

Increased competition from the other developed countries and especially the U.S. is expected as a result of negotiated tariff reductions. We should also expect increased competition from developing countries because they will be desperately pressed by population growth and by food and fuel costs to sell more abroad. North-American-based multinational corporations will be helping them with the capital equipment and the marketing contacts needed to produce and sell standard-technology products in world markets. We should expect too that Canadian imports of services from foreigners will continue to climb — whether in the form of tourist expenditures, business fees or interest payments.

In this longer-term perspective Canadians must choose the extent that they should earn our imports by exporting raw materials rather than manufactured goods or services and the extent that they should rely on foreign rather than domestic savings. These issues of international competitiveness and national identity are not yet sufficiently resolved in Canada. Canadian businessmen should be con-

cerned about the trends in our balance of payments.

A key determinant of trends in international trade is, of course, the *structure of Canadian industry*. To quote from *Agenda for Co-operation*, recently published by the federal government, "We have too many industries in which we are not competitive, too few firms which meet world standards of productivity. If we are to continue to grow at rates we all consider desirable we will have to shift resources from some existing industries to other industries, and from some firms to other firms." This could involve a redistribution of resources between manufacturing, resource industries and services, to reflect changing market opportunities and changing technologies. Planning for structural change must also recognize changing national objectives and public attitudes. There must be a better match between the jobs provided and the education, interests and expectations of the people involved. The economic system should serve the population — not the reverse. Hence the pattern of incentives and the framework for private economic decisions should be realistic and clearly understood. We are only asking for trouble if we try to force a labour force educated for the 1980s into an antiquated manufacturing sector or an obsolete industrial relations system.

Whatever the nature of Canadian business activity, much more attention will have to be given to its location. It does not make sense economically or socially to have a steady agglomeration of industry in the largest cities where there is a labour shortage while there are substantial pockets of unemployed and underemployed workers in other regions. In a recent study, the Science Council made an eloquent plea that

The true costs of failing to use available resources in depressed areas are enormous

economic policy decisions and the price of output reflect all of the costs concerned — both those that are external to the firm, such as pollution or community dislocation, as well as those that are internal. Nowhere is this principle more important than in decisions about the location of plants and production. The true costs of failing to use available resources in our depressed regions are enormous when account is taken of the waste of resources and the income maintenance payments in lieu of employment. Even then, transfer payments and handouts are no substitutes for the self-respect that comes with jobs in a work-oriented society.

The fourth basic issue is the *level and nature of investment*. There is substantial agreement among observers that a relatively high level of investment will be required in Canada over the next five years — to incorporate new technology and cut costs, to conserve energy, to develop new energy sources, to increase capacity, and so on. Canada's economy will surely continue to be capital-intensive.

Sometimes, however, one wonders if capital may be too plentiful here — in the sense that it isn't always used effectively. Over the last 20 years the average level of productivity in Japanese manufacturing improved from a level only half as high as that in Canada to a level that is equal to Canada's, yet the capital stock in Japanese manufacturing is only 60 per cent of what we use. With the incentives and institutions we have to encourage saving and stimulate investment we sometimes end up with very poor output-to-capital ratios — and not just in the public sector. On the other hand, we may not be investing enough in some industries like tourism or public transportation. Canadian businessmen should be concerned about the adequacy and allocation of investment in this country.

The final long-term issue is the existence of a *built-in inflation bias*. It is most intractable because it is poorly understood and surrounded by vast amounts of emotional rhetoric. The problem is essentially the following. Over the past three decades governments have gradually assumed responsibility for managing the overall level of demand in the national economy. The result of the continued application of this policy is that it

Full employment policies make a lot of sense in the short term but create rigidities and troublesome cost-push tendencies in the long term

is easy to raise prices but rarely do they fall. If there is excess capacity and unused resources the accepted strategy is to sit tight and hope for a more stimulative demand management policy which will improve activity and demand and bring the unused resources or unemployed people back into use. Professor Galbraith has argued that these demand management policies have provided a particular incentive for large businesses and labour unions to develop and use their market power to avoid competitive behaviour during periods of slack activity. In the short term full employment policies make a lot of sense, but in the long term they create rigidities and cost-push tendencies that are very troublesome indeed.

If it is widely believed by all major

groups in the economy that there is no need to accept a cut in their own real incomes in order to sell their output, each group will immediately attempt to pass on any price or cost increase. Accordingly, any external shock or adverse development which implies an inevitable drop in average real income will set off a continuing round of price changes until the shock is finally absorbed by increases in production in the system or by certain weak or gullible groups that can't or don't protect themselves. The dramatic shift in purchasing power from oil users to oil producers set off a shock wave of price increases that we have still not absorbed.

This is not a tale of villains, even though there are lots of opportunities for name-calling and finger-pointing. Businesses marking up their cost increases become "profiteers," unions protecting their real incomes and anticipating price increases over the contract period are "greedy," and governments incurring deficits to create

It is the role of unions to protect their members and it is perfectly normal for businessmen to maintain a healthy rate of return

employment and maintain demand are "growing out of control." But of course all act according to their own interests and clearly perceived responsibilities; it is the role of unions to protect their members and it is perfectly normal for businessmen to maintain a healthy rate of return, and we all expect government to assume the responsibility for job creation and to maintain high levels of activity. We have an economic structure which in the long term is inherently inflationary.

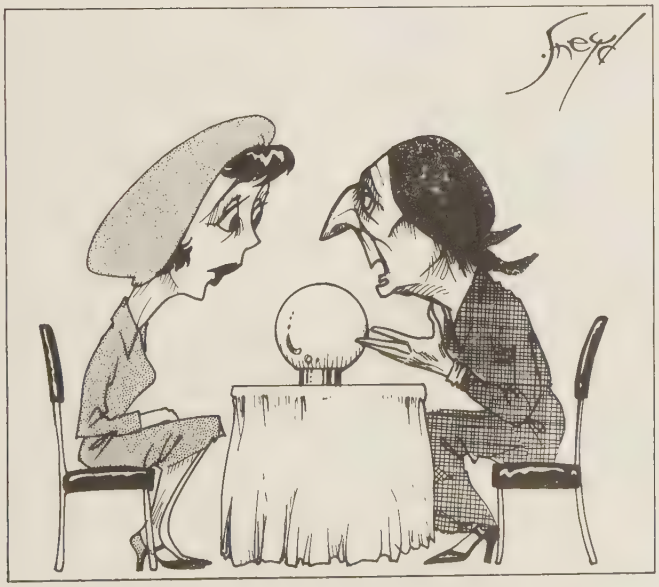
This diagnosis isn't new and some economists argue that it is not a particularly worrisome state of affairs so long as inflation in one country doesn't get out of line with the rate experienced by its major trading partners. Nor is there any shortage of proposals to break out of this structural dilemma. But most of the solutions require businessmen to stop acting like business executives, union leaders to ignore the interests of their members and government leaders to tolerate much poorer economic performance.

Based on recent experience, it is hard to be very optimistic about the capacity of Canadian society to make necessary adjustments. In the long-term perspective Canada is a very fortunate country and Canadians have a relatively promising economic future, provided they can maintain a capacity to cope with the problems of a prosperous but complex economy. It is also my view that we have in this country an unnecessarily large amount of distrust, confrontation, uncertainty and all-round "bad blood."

What can we do? We can and must understand our problems more clearly, complex though they be. We must recognize that the legitimate interests of different groups may conflict and must be reconciled through compromise. We must recognize that the basic problems facing us cannot be "solved" by government.

It takes a lot of information, a lot of analysis and a lot of forward thinking to cope with a complex economy in a specialized and interdependent world.

We need better mechanisms for consultation in this country — a lot of discussion, a lot of communication, between interest groups motivated by a willingness to understand divergent points of view. The Economic Council's efforts to provide a forum for consultation between business and labour have met with disappointment. There have been new



"That will be a dollar for the reading and $2.50 for the tea."

initiatives toward consultation in recent months by the CLC, by business and by governments. I hope they continue, but I don't think a single tripartite body is the answer; partly because Canadian interest groups are not yet ready for the degree of delegation that it would require and partly because the concept does not recognize the pluralistic, federal diversity of the system we are dealing with. My own view is that Canada needs a variety of consultative groups. There could, for example, be one on energy matters, one on regional disparities, one on commercial policy, and so on. These consultative groups might bear some resemblance to Royal Commissions, although the membership should be larger and should in most cases include government people.

You have only to ask who sets wages and prices to realize that the private sector had a high hand in getting government into controls

We should not forget that a great deal of consultation already occurs on some issues and we should try to build on our successes. I think, for example, about the debate on northern gas pipelines, where thanks to private business and the regulatory process there has been satisfactory discussion of the basic issues. I wish we had people like Justice Berger animating and organizing a discussion of the other questions raised earlier,

We have an economic structure which in the long term is inherently inflationary

such as the extent we want to finance imports through the export of raw materials and how far we want to go in relying on foreign rather than domestic savings.

My third suggestion is that the longer-term issues we are dealing with are too complex to be left to government alone, certainly there is a very important role for governments — to provide information, to legislate incentives where needed, to facilitate adjustment by compensating those who will be injured by necessary changes, to negotiate with foreign governments, and so on. But governments cannot pass laws that lack broad support (witness the efforts to reform the Competition Act), nor can they legislate the details of behaviour. Moreover there is some evidence that when government does intervene to regulate, there is a risk that these regulations will be used by dominant interest groups to protect themselves from competition and change. There are many requests that government should provide more leadership and a clearer definition of national goals but think of the trauma whenever that "leadership" questions some cherished preconception. No, I am afraid that all of the major interest groups are going to have to shoulder some of the responsibility for ensuring that our economy works.

In summary, I would not want to minimize the seriousness of the current economic slowdown in the western countries. The waste of time and talent particularly among our young people and in our most depressed regions is frustrating and unacceptable. Yet the persistence of inflation even with this underutilization of our physical and human capital reminds us that our economy does not adjust and adapt smoothly. This leads me to conclude that we have basic conflicts both about objectives and about means in the Canadian economy. The system is complex and interdependent. Interest groups have reasons for trying to protect themselves from competition, exploitation and technological change. Yet if we are going to maintain the dynamic adaptability which has been a source of Canadian prosperity and ensure that it serves broad national interests, all of us should be prepared to take a longer view. Nowhere is this shortsightedness clearer than in the declaration that "governments got us into controls, let governments get us out." You need only ask yourself who sets most of the wages and prices in Canada to realize the private sector had a big hand in getting the government into controls. I think it is the responsibility of the private sector to help figure out how we can get enough flexibility to run this economy effectively after controls. lg

The foregoing was condensed from a recent address to the Empire Club of Toronto.

Personalized work schedules

by Roy LaBerge

Flextime — or flextime working hours — is one of the most effective and readily implemented innovations designed to improve the quality of working life. Flextime enables employees to take responsibility for developing and following their daily starting and finishing times and lunch breaks, within certain limits, as long as they complete the total number of hours required for a normal working day, week or month.

Flextime has been adopted in thousands of workplaces in Western Europe, North America, Australia and Japan, to the benefit of managers, employees and their families, and the communities in which they live. Managers find that flextime improves productivity and morale by removing a frequent cause of worker discontent — starting and ending work at inconvenient hours. For communities, flextime means fewer traffic tie-ups as the same number of people spread their travel to and from work over a longer period of time. For employees, it means being able to adapt working hours to life-style preferences.

For example, employees who live close to their workplace may choose a longer lunch break and eat their midday meal at home. Others may prefer a short meal break and end their work day earlier. A husband and wife can arrange their starting and quitting time to suit their children's school or daycare hours.

Thus one parent takes the children to daycare and the other picks them up, or one parent is home when the children leave for school and the other when they return. People who are early risers choose an early starting time while late-night television viewers opt for a shift that gives them an extra hour of sleep in the morning.

Flextime is not, however, a panacea for all the ills of the workplace, nor an innovation applicable to all industries. A 1975 study conducted for the International Labour Organization by Heinz Allenspach, director of the Swiss Employers' Association, concluded that while flextime can lead to increased productivity for a country's economy as a whole, it is unsuitable for some forms of shift work or for factory assembly lines requiring the regular presence of a fixed number of workers.

While acknowledging that flextime is more easily applied to employees in service industries, George Sanderson noted in the *The Labour Gazette,* Oct. 1973, that flexible hours have also been adopted successfully in assembly line operations where the parts to be assembled are small and thus allow for 'interim and buffer stocking' at each point along the line: "One member of the chain can stock a certain number of parts to be picked up by the next member when he arrives at work," he notes.

"This method has been tried by the Omega watch company in Switzerland whose management noticed that flexible scheduling caused a slight drop in production, but a marked improvement in quality — enough to produce a net gain for the company."

Personalized work schedules were first introduced in Germany in 1967 and have since spread so rapidly that the 1975 ILO study noted: "It would hardly be possible to find an innovation that has so quickly and effectively secured the attention of the interested parties."

By the mid-1970s, about 40 per cent of Swiss wage earners were on flextime, 30 per cent of workers in Sweden and 6 per cent (or four million) in West Germany, and the concept was taking hold in the other Scandinavian countries, the Benelux countries, France, Italy, Spain, Britain and Australia, as well as in the U.S. and Canada.

The European experience has demonstrated that flextime increases the ratio of man-hours worked to man-hours paid. "Part of this increase comes from virtual elimination of absenteeism, tardiness, or short periods of unrecorded leave," Sanderson notes. "Under fixed working hours employees frequently take time off to conduct personal business; but when they are permitted some latitude at the beginning and end of the work day, it has been found that they are willing to use their own time for personal matters." Other positive results of European experience include more contented and co-operative workers; fewer on-the-job grievances; more productive employees, and even less need for supervision.

However, Sanderson also observes, personalized work schedules could create some workplace problems. A particular worker with a special skill or knowledge may not be available outside core time, although this problem may be overcome by rotating tasks among employees so that several develop the needed skill. Moreover, supervisors must learn to delegate responsibility. Some find this difficult to do, but those who succeed frequently discover that they have thus developed a more collaborative and productive working relationship with the people they supervise. Some employees may have to be excluded because of the nature of their tasks, and hence may feel resentment. Here, again job rotation may sometimes be the answer.

Flextime has been tried in many U.S. workplaces with positive results from both employer and employee points of view. For example, at the Metropolitan Life Insurance Company's headquarters in New York, 404 employees of the 14,000 total staff participated in a flextime experiment that improved productivity, almost eliminated tardiness and resulted in a marked decline in requests for short-term leave. The U.S. Social Security Administration had similar results from a flextime project initially involving 4,000 of 9,000 employees in metropolitan Baltimore in 1974 and later expanded to include more workers. Smith Kline Corporation launched a flextime program in 1972 involving 3,000 of the 15,000 employees at its head office in Philadelphia. Although most employees immediately welcomed the change, supervisors at first resisted but, after a year, they too realized its benefits. As a result, flextime was extended in 1975 to all the company's employees in Philadelphia.

Berol Corporation, a manufacturer of pens, pencils and markers, installed flextime for most categories of employees, including production workers, at four of its U.S. plants — in California, Connecticut, Illinois and New Jersey — and found a 50 per cent reduction in absenteeism and a 500 per cent decrease in lateness. The company has extended flextime to its plants in Canada, Mexico and England and, as a result of its experience, has announced its intention to extend it to all of its operations.

One of the biggest and most successful examples of flexible hours in Canada is in the federal government, the dominant employer in the Ottawa-Hull national capital region. In 1974, the government adopted a three-month experimental program involving 2,300 employees and later extended it to cover more than 80 per cent of its 60,000 employees in the region.

In November 1976, the government announced that it was continuing the program "indefinitely" after a survey concluded that "allowing employees greater flexibility in their working hours seems to have a positive effect not only on their attitudes toward work but also on the overall productivity of the organization." The announcement also mentioned a benefit to the community which "no longer suffers congested streets caused by more than 60,000 federal public servants arriving and departing from work at the same time."

Under the program, the 39 departments and agencies participating were required to provide service to other departments and to the

"SURE PRODUCTION IS WAY UP! BUT YOU'RE IN BIG TROUBLE WITH THE UNION"

public between 8:30 a.m. and 5 p.m. Employees had to complete a 7½-hour shift each working day, but they were free to start their shift anytime between 7:30 a.m. and 9:30 a.m. and to end it between 3:30 p.m. and 6 p.m. They could have from 30 minutes to an hour and a half for lunch, but all employees were required to be on the job during a "core time" period — from 9:30 to 11:30 in the morning and from 2:30 to 3:30 in the afternoon.

The survey found that productivity was either maintained or increased in all departments. Managers were generally satisfied and identified no major operational problems that could not be resolved satisfactorily. As for the employees, the majority preferred flexible working hours to the previous fixed system. "The flexibility of their working hours has enabled employees to meet personal and family commitments in a more satisfactory manner, improve transportation arrangements to and from work and improve their attitude toward work," the survey report said. Even the local transit commission was happy, describing flextime's introduction as "a significant and very cost effective transportation improvement measure."

Personalized working schedules were also a special boon to hundred of public service employees who were studying part-time at the city's secondary schools and universities, which offered a wide range of credit and non-credit programs and courses through their departments of continuing education.

The government's program also illustrates flextime's effectiveness as a means of enabling employees to take responsibility for an important aspect of their work life. Most departments have been able to use the honour system to record the number of hours worked by employees each day. Only one department used a "time recording machine."

Positive results were also shown in a 1975 survey of 21 Ontario firms using flextime, conducted by a Toronto firm of management consultants, Haskins and Sells Associates. Fifteen companies reported increased productivity and 19 observed improvements in employee morale, with most attributing this to the disappearances of the "late hassle" and with it a "sense of relief from tension and guilt."

The firms, mostly financial service, retail and utilities, and ranging in size from 37 to 2,700 employees, found generally that personalized work schedules had changed the workers' focus of attention "from filling time to completing assignments."

In addition to the federal government, a wide range of Canadian employers have adopted some form of "flextime," including Metropolitan and Manufacturers Life insurance companies, Imperial Oil, Dominion Loose Leaf Company, Canadian Industries Limited, Southam-Murray, the B.C. and Alberta governments and the City of Edmonton, as well as the Ontario and Quebec provincial polices forces.

The Labour Gazette, Oct. 1973, quoted Allenspach as saying that flextime is "in tune with modern society and will therefore continue to spread."

In support of that opinion, the magazine also quoted Gordon Harrison, a management consultant, as saying. "Younger people aren't buying rigid rules any longer. With flexible hours people can say with some meaning: 'I can run my own life'."

Sanderson has observed a growing tendency for workers to achieve "flexibility" in negative ways such as absenteeism, inefficiency, and turnover. He has also noted that increased urbanization and the great increase in the number of women who combine family responsibilities with gainful employment have made flextime even more appropriate for the contemporary world of work.

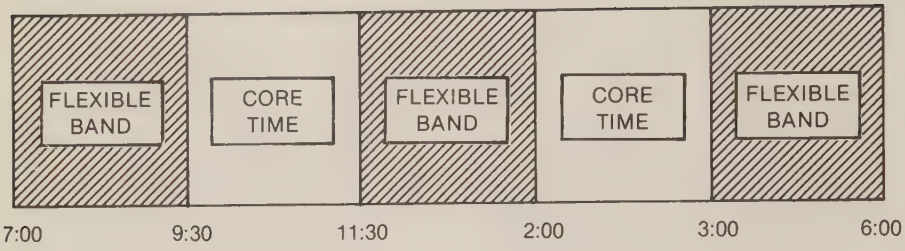
The form of flextime adopted by the federal government in Ottawa — staggered hours within a 7½-hour workday — retains the five-day week. But it is just one of several forms of flextime adopted in Canada and elsewhere, with the result that a new flextime vocabulary is developing.

Flexible schedules vary from firm to firm, but generally, all that's required is that employees complete a certain number of hours each day, week or month, and that they be at work during peak morning and afternoon periods — for instance, 9:30 a.m. to 11:30 a.m., and 1:30 p.m. to 4:30 p.m. In some organizations, the regular seven or eight hours must be completed every day. In others, employees may arrange to work core time only on any one day, and make up the hours on any other day of the week. Their only concern is to complete the prescribed number of hours by the end of the week.

The most popular system in use in Europe employs flexibility within a working month. In this case, the employee may "bank" overtime hours during the busy days or weeks and use the banked hours — that is, take additional time off — in the slack periods. Sometimes, time credits or debits of up to 10 hours may be carried from one month to the next.

"Floating hours" was the system

An example of flexible working hours



Advantages to employer:

Less absenteeism;
Less tardiness;
Longer hours of business with less overtime;
More task sharing by employees;
More effective planning by supervisors;
Less employee discontent;
Improved work quality;
Fewer grievances.

Advantages to employees:

More control over working hours;
More responsibility;
Reduction in travel time and costs;
More opportunities for positive off-the-job activities (e.g., education);
Improved morale;
Improved family relations.

Potential problems: a particular skilled worker unavailable outside core time; supervisors finding difficulty delegating responsibility; exclusion of some categories of employees might cause resentment; increased time-recording costs.

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adopted by Sulzer Frères, Switzerland's largest builder of machines and pumps, to extend flextime to foundry teams operating large furnaces. Each work team "floats" as a group, with the team members agreeing on the next day's starting time before leaving work each day.

Flextime, in one form or another, is also known by different names in different countries, for example, it is "free and variable" time in France, "mobile and dynamic" time in Switzerland and "gliding" time in Germany.

Some versions of flextime permitting employees to work fewer but longer days each week, may require changes in labour legislation, and in 1977 the Canadian government introduced amendments to the Canada Labour Code to facilitate a modified 40-hour week. However, flextime on a five-day week basis requires no legislative changes in most industrial countries, and usually can be accommodated to existing collective agreements with unions that, understandably, jealously defend overtime provisions they have won whether by legislation or negotiation.

In the U.S., some firms, including Macey's in New York and the Massachusetts Mutual Life Insurance Company, have made wide use of another alternative work pattern — permanent part-time workers, again with positive results for both employer and employees who may choose working hours to suit family and other needs.

Another departure from the norm that has been proposed, but so far little used, is job sharing under which two or more people may agree to work the total hours normally worked by one employee. For example, one might work mornings and the other afternoons, or one work from Monday morning until Wednesday noon and the other the rest of the work week.

Employers who hesitate to consider the feasibility of personalized work schedules for their own employees might heed this advice from Richard J. Schoneberger of the University of Michigan Graduate School of Business Administration: "If you are not more flexible about adapting working schedules and conditions to your workers' home and family needs, you may lose them to employers who are." lg

The B.C. forest industry

New agreement produces major breakthroughs

by John Clarke

It took a bit of what you might call old-time collective bargaining, but for the first time in 20 years the International Woodworkers of America and the B.C. forest industry have reached a contract settlement without the help of an outside mediator.

Negotiations during those 20 years were so bad that invariably the provincial government had to appoint industrial inquiry commissioners who ended up writing the terms of settlement themselves. Each time such a report was written the commissioner involved complained about the complexity of the problems in the industry and the failure of the two sides to come to grips with them.

The forest industry is so vital to the economy of British Columbia — it accounts for about half of every dollar in the gross provincial product — that the government simply couldn't let a strike take place. So it appointed such men as Chief Justice Nathan Nemetz whose stature in the community and expertise in labour affairs virtually guaranteed a settlement.

But more often than not the settlement terms were based on the minimum package the union was prepared to accept without resort to a strike. So the union was really dictating the terms and each time an industrial inquiry commissioner was appointed another nail was driven into collective bargaining's coffin. There was simply no incentive to bargain.

John Clarke is a senior editorial writer and labour specialist with the Vancouver Province.

Until this year, both the IWA and Forest Industrial Relations Ltd., the industry's main bargaining arm, were determined to negotiate without outside help and did so, even after the union had at one stage voted for a strike. That was a significant enough development in itself. But this return to truly "free" collective bargaining produced three major breakthroughs.

First, the total cost of the package, which amounts to an increase of $1.50 an hour for wages and fringes, is within the industry's own economic guidelines. In the words of one industry spokesman, the cost is also "entirely controllable" because there will be no cost-of-living adjustment clause, as there was in the old agreement.

Specifically, the contract is for two years and provides for a 60-cents-an-hour boost this year on the old base rate of $7.01, 50 cents an hour in the second year, with an additional five cents tacked on for the last six months. The increases cover between 35,000 and 40,000 workers in B.C. in both the coastal and interior sections.

The Anti-Inflation Board was not exactly ignored since it was hovering in the background. But the arithmetical AIB guidelines were all but ignored by the negotiators because they were determined to settle on a deal that reflected the industry's own economics.

There was really no hassle over the money issue for a very simple reason. The IWA research economists predicted the rate of inflation would drop in the second year to 6 per cent. On that basis, the union thought it had nothing to gain from a COLA that would not be already covered in the wage increase and "five cents in the hand in the last six months would be better than six or seven cents in the bush" with a COLA.

The industry's economists agreed with the IWA projections. So its money proposals were not only within its own economic guidelines but also were designed to prevent an erosion of purchasing power for its workers.

For an industry with such a poor bargaining record such easy accord in the interpretation of economic statistics and

projections was remarkable. But the second major breakthrough was even more noteworthy.

This contract reverses a trend in which B.C. wages have kept ahead of those in the U.S. Northwest. Until 1968, B.C. wages lagged behind American scales. But that year B.C. jumped ahead and the differential has been widening ever since, putting severe pressure on B.C.'s ability to compete in the huge American market. In June of this year the base labour rate in B.C. was 23 per cent higher than in the Northwest.

The first year of this contract reduces that differential to just over 19 per cent and in the second year it will be 15.3 per cent.

Ever since 1968 the industry has been trying to get the wage rates in the two countries more into line. But the objective was one of the casualties of reliance on industrial inquiry commissioners to resolve the bargaining problems.

It's not likely the B.C. rate will ever drop below the American rate again. But if the B.C. industry can get it down to parity it will be satisfied. Parity is considered absolutely vital if B.C. producers are going to be able to compete with the Americans.

The third major development was the "welding" of separate pension plans in the coast, northern and southern interior regions of the forest industry into one master pension scheme. The interior employers, who bargain independently of Forest Industrial Relations Ltd., had resisted a single plan because they preferred to operate their own plans and because a single scheme might impair their freedom to bargain separately on other issues.

The IWA has threatened a strike if it could not integrate the plans. But in return for a single pension scheme, it had to accept a two-year rather than a one-year contract. It had gone into negotiations insisting on a one-year agreement so that it would not be locked into iron-clad wage rates should the AIB be disbanded.

In addition to integration of the three plans, pension benefits will be considerably improved. A complicated formula under which pensions were based on a graduated scale of years of service has been replaced by one calculating benefits for each year of past service. Those benefits will amount to $9 per month for each year so that a man with 30 years in the industry would be entitled to $270 a month on retirement.

Those already retired and receiving an IWA pension will have it increased by 50 per cent.

It's far too early to predict that future negotiations will go as smoothly as those of 1977. The two sides were operating under a number of constraints not present in previous years — the fact the AIB is in the wings, periods of unemployment in the last two or three years which have hurt IWA members and probably encouraged restraint on the part of the union, and a desire on both sides to avoid an industry shutdown just when the American market seems to be opening up after a long period in the doldrums.

But the important thing is that both the union and the industry have responded positively to these pressures and turned them into a genuine give-and-take, which is quite the contrary of past experience.

As Forest Labour Relations said: "We have negotiated under our own economic constraints. We are satisfied with the agreement. We can afford it. We have never argued that we couldn't afford it. We have argued that IWA demands were putting the industry in an uncompetitive position."

Now it can say it expects to be more competitive in the future. lg

"Have a cigar. My wife just gave birth to a 7 pound tax deduction."

A quality-of-working-life model

by D.R. Brown

Of the many available definitions or descriptions of "quality of working life" (QWL), the one I find most useful is that an organization is managed collaboratively in such a way that its goals and purposes are achieved and there is growth in the self-worth of the individuals within the organization.

This sets out a very ambitious target but one that is quite attainable because it becomes increasingly evident that — organizations and individuals are increasingly productive when people have an increased opportunity to participate in and contribute to the goals of the organization. In a fully effective organization, organization goals and people goals are mutually supporting rather than conflicting. The qualitative and quantitative features of work and the workplace are interdependent.

To understand why we need to focus on QWL, let us consider the basic question of productivity in Canadian manufacturing industry — for years, Canada has been the world's highest per capita importer of manufactured goods. Unfortunately for Canadian jobs, the excess of our imports of manufactured goods over our exports continues to widen — from $3 billion in 1970 to $10 billion in 1976. In 1970 this excess was equivalent to 6.5 per cent of total Canadian manufacturing and by 1976 it had grown to 17 per cent. This widening of the excess of imports over exports meant 180,000 fewer jobs for Canadians in manufacturing in 1976. When we include the very conservative figure of two additional jobs supported in the economy for each job in manufacturing, we have a loss of more than half a million Canadian jobs because of this steadily increasing proportion of imported manufactured goods that we Canadians are buying instead of "made in Canada" products.

D.R. Brown is vice-president, Human Resources, Canadian General Electric Co., Ltd.

What has this to do with the quality of working life? As we improve our quality of working life we will be more effective both as individuals and organizations and thus our work and business opportunities will grow. Any hope of increased real income must be matched with improved productivity, or as Walter Reuther colorfully expressed it "compensation increases in excess of output per man-hour are paid for in the wooden nickels of inflation."

Here, three fundamental questions must be considered. Is there a *real* potential for gain and improvement within the Canadian setting? Are people really interested in the kinds of qualitative changes in regard to their work that go under the heading of quality of working life or QWL? If such changes are made, is there greater organizational and individual achievement?

In a fully effective organization, organization goals and people goals are mutually supporting rather than conflicting

Dealing first with the question: Are people interested? There is a wide range of evidence and one part of this evidence that I believe has relevancy for all of us is the survey that was conducted on Canadian work values by the Department of Manpower and Immigration. It showed that the great majority of Canadians ranked "interesting work" as their primary concern — regardless of income level.

What do Canadians characterize as making their work interesting? At the top of their list they place: The information and equipment to do the job. Next come the competence and help of supervision and the competence and help of work associates; promotional opportunities, challenge and growth, and then financial considerations, which is well down the list. Finally, personal relations on the job, and comfort and convenience of work are given a very low importance rating

The study also probed the extent to which Canadians find these items in their present work and then determined the extent of the gap between the importance placed on an item and the extent to which it is being satisfied. The greatest gap — or lack — is expressed with regard to promotional opportunities, then challenge and growth, and information and equipment to do the work. The gap or discrepancy regarding financial considerations is in fourth place and is the same

as the 'discrepancy score' for 'supervisors and supervision'.

It is noteworthy that the items of personal relations on the job and comfort and convenience of work showed no gap. Equally interesting is the fact that those factors that have the greatest gap all point to man as a creative, growing, contributing being.

But when people are given a greater opportunity to be creative does it actually result in greater satisfaction and improved productivity? The experience of an increasing number of organizations is a definite "yes".

If there is such a great potential and some organizations are achieving it, why do we not move more quickly?

Performance improvement in hard data items of 10 per cent to 40 per cent is usual with substantial reduction in formal grievances, absenteeism, discipline cases, and increased interest by individuals in their own development. There is very real potential in the Canadian situation for improved effectiveness in achieving both organizational and individual goals.

If there is such a great potential and some organizations are achieving it, why do we not move more quickly? The change that is required is a redirection from the assumptions and practices of the last 60 to 70 years. This is the period that acquired the label of "scientific management".

One of the basic concepts of the scientific management approach has been that work consists of three main elements: plan; do; control. Scientific management holds that it is most effective to separate planning, doing and controlling and therefore to assign them to separate people. Organization structure and job design have been modelled on this assumption. As a result, we have had the self-fulfilling cycle: When work is organized so that people are not expected to think, people are turned off, and this turn-off is taken as confirmation of the assumption that they don't think and must be controlled.

If people are to be fully effective, however, they have to have the opportunity to be meaningfully involved in the planning and controlling aspects of work as well as the doing. A knowledge base now exists as to effective ways of achieving this. But first, a reshaping of the organizational thinking and practices of the past 60 to 70 years is required.

We humans frequently experience a gap between knowledge and application. I hope that I will not offend too many people by citing two examples: the time span, measured in years, that it is taking for evidence on the injurious effect of cigarette smoking to influence our behaviour; the well-established fact that the use of seat belts drastically reduces injuries and fatalities — but how many of us use them regularly?

Such changes do not come quickly, they take deliberate work at all three levels of: assumptions and theory (leading to policy considerations and action about people, work and organization), application of well designed methodologies, and personal skills.

There are no single, simple solutions.

The change can be accomplished only by the properly identified series of actions that are mutually

The policy level of the organization must provide the needed sense of purpose and direction

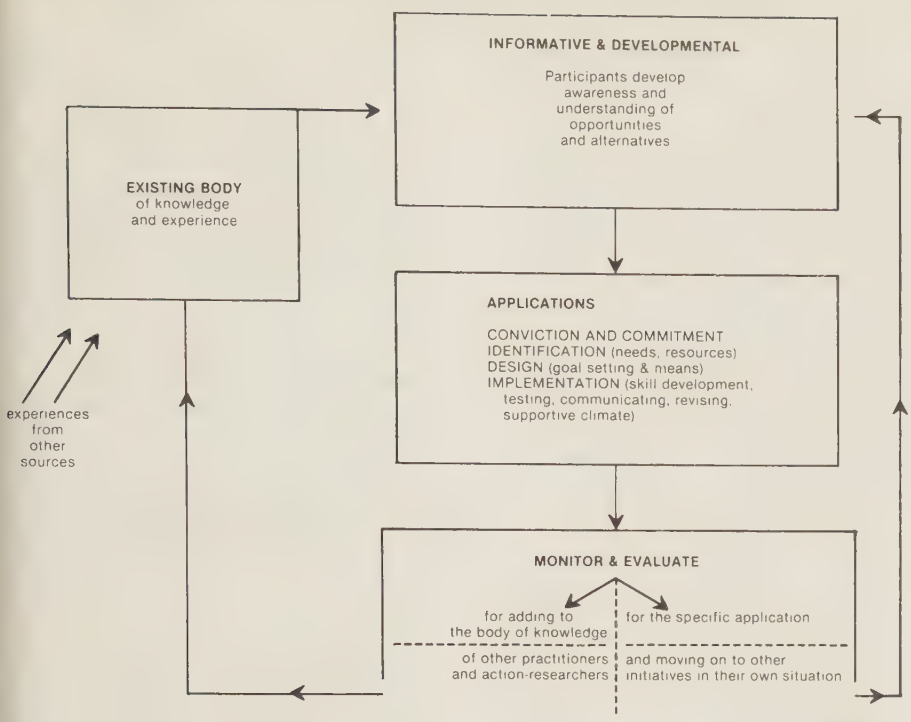
supportive and permeate through the work situation. It cannot be edicted from one organization level to another. It cannot be "parachuted" into a group. Because it is a behaviour change, there has to be a "sense of ownership" of the action being taken by the people who are involved in the situation itself. You become a "true believer" by having the direct experience, and by feeling and tasting the results.

There is a very important role for those at the policy level in an organization. It is to give the sense of purpose and direction that is required, provide a supportive climate and the resources necessary to facilitate the change.

For those who like to think of the process on a flow chart basis, the schematic diagram may be helpful in pulling it together. There is an *existing body of knowledge* in the field. Those interested must identify those parts that are relevant to their purpose so that they can then move through the *informative and developmental* stage of developing an awareness and understanding of the opportunities and alternatives. For many of us, this stage requires an "unfreezing" from what some of our traditional assumptions and practices have been.

People are then equipped to move into the *application* stage of developing conviction and commitment about the objectives and possibilities; identifying the specific needs of a situation; designing the appropriate action plan; and carrying out the

Q.W.L. CYCLE & RECYCLE


INFORMATIVE & DEVELOPMENTAL
Participants develop awareness and understanding of opportunities and alternatives
EXISTING BODY of knowledge and experience
APPLICATIONS
CONVICTION AND COMMITMENT
IDENTIFICATION (needs, resources)
DESIGN (goal setting & means)
IMPLEMENTATION (skill development, testing, communicating, revising, supportive climate)
experiences from other sources
MONITOR & EVALUATE
for adding to the body of knowledge
for the specific application
of other practitioners and action-researchers
and moving on to other initiatives in their own situation

implementation steps, including: goal setting, skill development, communicating, testing and revising.

On a parallel with the implementation stage, there should be deliberate *monitoring and evaluation* so that this knowledge can be fed back into the organization for its members' continuing awareness and development and also be made available in appropriate form and means to the total external body of knowledge for further recycling from there.

It is within this kind of a context that we are most likely to all have a part in being effective practitioners and not fall prey to the "hucksters" who would like us to use their particular gadgetery, regardless of the priority of needs, state of readiness (attitude and skill), or necessary supportive action in the system.

Management has much to learn and do in the informative and developmental stage so that there can be effective applications.

Management has much to learn and do in the information and development stage so that there can be effective applications

Many management groups are at it and there are significant success stories.

A unique and valuable role that government could fill is in regard to the "existing body of knowledge" block of our flow chart. Government can facilitate the very necessary role of fostering and co-ordinating the identification, conduct and reporting of research and other initiatives within the total Canadian scene. The government instrument for this could be a council of competent persons of identified reputation in the field. This would provide a body of professional peers and practitioners to give the essential discipline and credibility to the research work and provide a forum in which it can be discussed professionally.

This is not likely to be done effectively, however, if each body of government goes its own separate path. By proper co-ordination and collaboration, the process itself can have the further benefit of bringing interested Canadians together in a "common interest" forum, rather than using whatever funds are available to establish competing and possibly divergent activities.

There is already a well established model for a unifying process of this nature in the charter and structure of the Canadian Medical Research Council.

The needs and goals of both people and organizations will be achieved only when they are recognized and dealt with as being interdependent. There *are* proven ways of accomplishing the necessary changes by increasing *creative* involvement of people. Learning how and actually applying these can mean more and better work and life situations for Canadians. lg

The job market for professionals

Jobs for engineers, accountants and other executives are going begging at a time when near record numbers of professionals are unemployed, according to Neil Macdougall, general manager and director of the Technical Service Council, a non-profit personnel consulting and placement service run by industry. He says there has been so much publicity about unemployment that job hunters no longer expect to succeed: "They apply to a few companies and aren't surprised when they are rejected. Too many then give up job hunting."

On the other hand, publicity about unemployment has caused employers to be very selective when, in fact, "the industries which are recruiting are mainly seeking specialists of a different type from those being laid off elsewhere," Macdougall reports. But by being excessively selective, some employers "are unnecessarily prolonging their searches" at a time when fewer professionals are job hunting because many fear they might move into a less secure position. "As a result, employers are frustrated by their inability to get people with specialized experience."

According to Macdougall, then, this is a difficult market for both employers and employees: "Neither is likely to find exactly what they want. Both should be flexible. Employers should realize that the Canadian job market is small and there are a limited number of specialists available. Job hunters should realize that they must make larger numbers of contacts. They'll find work more quickly if they are not too particular about job type or location."

The Council's survey for the three months ended Sept. 30 showed little change in the demand for executives, accountants, engineers and other professionals. New vacancies were down by 4 per cent in the nine months ended September from the corresponding period last year. Quebec showed the greatest decrease — 13 per cent. Vacancies in Ontario were down 6 per cent, in Manitoba and Saskatchewan 11 per cent, while Alberta and British Columbia showed no change.

"Many industrial plants are operating below capacity and employers lack confidence in the economy," Macdougall commented. "To save money, some may be postponing hirings by a month, with the result that positions take longer to fill."

There has been so much publicity about unemployment that job hunters no longer expect to succeed. And by being excessively selective, employers are unnecessarily prolonging their searches for new professionals

The Council anticipates little change in the job market during the next six months: "Capital spending is likely to be weak except in energy-related projects. Consumer spending has been so weak that one retail chain has laid off 100 managers. There have been other substantial layoffs of professionals in mining and manufacturing.

"New university graduates in general arts and science have been hard hit by decreased opportunities in government and teaching. Business and engineering graduates have found it easier to obtain positions but even some of those are still unemployed six months after graduation. Some may be too selective about job location or type."

In spite of the slack economy, more than 1,800 jobs were listed with Council offices at the end of the period, but because most openings were for specialists, shortages and surpluses of professionals existed simultaneously — a situation likely to continue.

Specialists in short supply included mechanical plant and project engineers, maintenance superintendents, petroleum engineers, and accountants. "The federal government's tax reform bill and the Anti-Inflation Board's regulations have created numerous jobs for accountants," Macdougall noted. Demand for computer programmers and systems analysts remained steady but far below the levels of previous years. The decreased rate of growth of the electronic data processing industry has "sharply reduced" openings for EDP managers.

The Prairies reported the largest number of job openings, 694, largely because of vacancies in Alberta. Ontario, for years the leader, was second with 613. Quebec followed with 291 and B.C. with 224. The Council said its sample in the Atlantic provinces was too small to be representative.

A separate survey by the Council's executive division showed that financial executives were in demand more than any other kind in the $25,000—$75,000 annual salary range. lg

Organizing bank employees in 'Smalltown' Ontario

The organization of bank employees may make its greater future gains in small communities in Ontario, research by a doctoral student in sociology at the University of Toronto suggests.

Graham S. Lowe became interested in investigating the recent successes by the Canadian Union of Bank Employees in Ontario through a dissertion he is preparing on the historical growth and development of clerical occupations in Canada.

Last July and August, CUBE won certification as bargaining agent for employees of Bank of Nova Scotia branches in three Ontario centres — Simcoe, Jarvis and Port Dover — and of the Canada Trust branch in Simcoe. Simcoe is a tobacco and farm marketing centre with a population of about 14,000, located 90 miles southwest of Toronto, near Lake Erie. Jarvis and Port Dover are even smaller communities each within 15 miles of Simcoe.

All the bargaining units are small — with under 10 employees. The union failed in an attempt to win certification for a larger bargaining unit — 29 employees at the Bank of Commerce branch in Simcoe.

Through in-depth interviews with six female employees who joined the union and one male representative of the Canadian Chemical Workers Union, of which CUBE is an affiliate, Lowe found several reasons why the organizing efforts succeeded:

- The female clerks were "prime candidates" for unionism because of their weak bargaining position, low wages and lack of promotional opportunities.

- The clerks had close social ties in the community and the support of family and friends during the "trying" period of the organizing campaign. "For example, the close-knit interpersonal relations may well have heightened the workers' sense of injustice."

- The women had their roots in the areas. "Not wanting to leave, often because of their husband's jobs, they settled into banking careers." Economic necessity and lack of better opportunities in the small communities kept them at their job. "Each branch became a stable work group."

- Though the bank branches are small, they are centrally controlled by bureaucratic means — "formal impersonal rules and regulations, filtered through a hierarchy," and the clerks rebelled against this type of head office power.

Bank branches in smaller communities in Ontario may prove fertile ground for union organizing drives

"This importance of the local context for unionization — the interaction between the social fabric of a small community and the workplace — is perhaps the most important finding of my study," Lowe comments. "If we dare to venture any predictions at all, it would be that in CUBE's beginnings is found the pattern for its future growth. 'Smalltown' Ontario may well be at the forefront of bank unionization."

Lowe also maintains that although CUBE's success is, in large part, the result "of a convergence of unique circumstances at a specific time in a particular place" it would be wrong to view the union "as an aberration on the Canadian labour scene. The CUBE members share much in common in terms of wages, working conditions and managerial attitudes with bank and office clerks across Canada. Their actions have deep implications for the future prospects of clerical unionization."

Students of white-collar unionization have frequently claimed that clerical workers are most likely to push for collective bargaining when their drive to 'get ahead' is stifled. "In other words," Lowe notes, "we have the paradox of clerks resorting to collective action in order to achieve individual success. My research, while not conclusive, suggests that this is true."

He also notes that individualism among office workers is usually accompanied by strong identification with management, but that CUBE bank clerks "showed considerable respect and good will to their immediate supervisors but intensely disliked head office officials."

"Clearly, then," he adds, "identification with management is not an 'all or nothing' response. Clerks may identify with certain managers with whom they have direct contact while at the same time rejecting the policies and practices of top decision makers." lg

R.L.

A Canadian Centre for Occupational Health and Safety

A Canadian Centre for Occupational Health and Safety is one of the proposals in Labour Canada's fourteen-point program for a better working environment for Canadians. In a September 19 address to the Canadian Society of Engineering, in Toronto, Labour Minister John Munro described the proposed role of the Centre as a national institution capable of providing services to all jurisdictions.

One of the most outstanding characteristics of our era is the very rapid and sustained rate of technological development within virtually every branch of industry, especially manufacturing, construction and transportation.

This has been strongly influenced by two important factors. The first is the strong commercial pressure to improve technological efficiency. The second is the significant change in public opinion as to what is acceptable or unacceptable in terms of everyday working life, more particularly in the physical work environment. These two notions are not incompatible.

It is now fairly well accepted that Canadians at work have a fundamental right to an environment that neither damages their health nor imperils their safety. Occupational safety and health also constitute an important element in the maintenance of reasonable employee-employer relations, not to mention their contribution to productivity and profitability.

Constructive employment relations are difficult to achieve without tangible evidence of action to improve and maintain the highest possible standards of occupational health and safety. This is, or ought to be, a normal function of management. The success of some industries in achieving substantial reductions in their occupational injury rates is clear evidence of what can be accomplished when there is a concerted effort to do so.

Many employers in this country, as well as organized labour, have become increasingly sensitive to the influence of working conditions on the well-being of the individual as well as upon the efficiency of the business. More and more workers as well as the public are questioning the necessity of tolerating conditions that produce such baleful effects upon workers and the community.

Adequate solutions to these problems have not yet been found but leadership toward co-operative action in their resolution is now a priority requirement. Leadership rather than control is a much better way to obtain the involvement of people and their commitment to desirable objectives.

Governments at all levels are faced with many difficulties in attempting to deal with these issues of broad social concern. There is no shortage of basic legislation in this field among all the jurisdictions. Several provinces in the past year or so have taken appropriate action to strengthen their policies and to improve their organizational capacities. In Ontario, there is that contemporary legislation referred to as Bill 139. I understand that this is the foundation of more comprehensive legislation that I am sure will become a landmark with respect to occupational health and safety matters in the province.

Canadians at work have a fundamental right to an environment that neither damages their health nor imperils their safety

The province of Saskatchewan has been innovative in its approach to better health and safety performance by industry. Alberta and Manitoba have enacted progressive legislation for the same purpose. In New Brunswick an updated version of their industrial safety act has been passed, and Newfoundland has announced its intention to consolidate its various services in a new division of the Department of Labour and Manpower. All of this reflects the great and growing concern of governments and their increased awareness of the complexity and seriousness of this aspect of current industrial activity.

I am sure you have noticed frequently, as I have, the aggressiveness of each side of industry in its dealings with the other. The question of hazard control on the job surely is deserving of some of that same positive aggressiveness; for without an aggressive policy, fatalities, injuries and diseases will continue to rise — along with greatly increased costs. This is a major challenge that faces industry to-day.

Industry has to some extent applied techniques toward the betterment of working conditions. Although the technical aspects

and their contribution to improved safety and health at work are important, *more significant is the personal attitude toward safety* that is engendered on-the-job. The majority of accidents do not arise from technical faults and failures, but are due in the main to the human element. In order to achieve real progress, each firm must have an effective safety organization working through an established policy and capable of having participation from all segments of the enterprise. It is toward just such co-operative activity that many of my new initiatives are aimed. Two of these proposals are especially pertinent to this general subject.

Maintaining the highest possible standards of occupational health and safety ought to be a normal function of management

One of the principal elements is the creation of a Canadian Centre for Occupational Health and Safety which was announced by the Government in the Speech from the Throne at the opening of Parliament, October 1976.

The Centre is seen as an institution that would promote the concept of a safe work environment and the attainment of the physical and mental health of working people. It would facilitate consultation and co-operation among provincial, territorial and federal jurisdictions in the establishment and maintenance of high standards of occupational safety and hygiene appropriate to the Canadian situation and compatible with recognized international standards.

Through the provision of expertise, the Centre could assist public authorities in the development of policies and programs for more

Saskatchewan has been innovative in its approach to a better health and safety performance by industry

effective control of occupational hazards. The Centre would also create a new avenue for labour-management participation in the vital pursuit of solutions to these problems.

The role of the Centre will evolve under its own authority to serve diverse needs as circumstances require. Its functions, which would complement what the provinces are doing, would include the development of a national technical and scientific information system to inform and advise on occupational health and safety matters generally; the development of standards and codes of practice; the provision of technical advisory services, on request; the provision of grants to stimulate research; and liaison and communication with other professional institutions, national and international organizations in this field. The Centre would also establish a system to give early warning of potential as well as present hazards, and identify the nature and probable effects of hazardous substances.

The Centre would be an autonomous body, governed by a council with representatives from the provinces and territories, the federal government, labour, management, professional, scientific and public interests, assisted by scientific and technical advisory committees.

It would serve as a pivotal point through which agencies and institutions active in this field could voluntarily co-ordinate selected activities and exchange information.

A Centre so conceived and organized would be a truly national institution that would be capable of providing service to, and for, all jurisdictions. Such a Centre would undoubtedly facilitate the work of existing federal and provincial authorities responsible for remedial programs in this field.

A planning secretariat under the chairmanship of my Department and with considerable assistance from Health and Welfare Canada spent some time earlier this year in expounding this concept with interested parties.

During that time some 27 or 28 meetings were held in several major cities at which representatives of provincial and territorial departments and agencies, associations of employers, technical and scientific societies, the medical profession, the academic community and other diverse interests met to discuss the role of such a Centre and its relationship to existing facilities both private and public.

I have been much encouraged by the constructive response that this proposal has received in all parts of the country.

Another proposal upon which I wish to comment relates to greater worker participation by encouraging the formation of joint labour-management safety and health committees in the workplace. These committees would be assisted by the provision of technical and other advice by Labour Canada officers. In this regard our proposals closely resemble those that were enacted late last year in Ontario. A number of other provinces have been moving in this direction as well.

We see these committees as providing a useful and very practical expression of the desire of workers to participate more actively in the resolution of problems that they encounter in

the workplace. In my view, this desire on their part should be encouraged, and the necessary mechanism should be put in place that will channel these efforts into the most productive results. I think it worth mentioning that for the past 35 years or more my Department has been promoting the establishment of labour-management committees in industry generally, and with some success.

There is a growing acceptance by responsible people that a worker has the right and the duty to be aware of matters related to safety and health at the workplace and to work in a safe and healthy environment. There is an equally growing recognition that the worker must be actively involved in the development of programs designed to achieve this and that the employee must then comply with the safe working procedures that are developed.

This will require a partnership of workers and management in a responsible body that will establish a medium within which true worker participation will be encouraged. The prime benefits to be obtained from this partnership will be more effective control and

Leadership rather than control is a much better way to obtain the involvement of people and their commitment to desirable objectives

resolution of safety and health matters and a more participative, responsible and stable labour-management climate.

To this end, Labour Canada is developing a comprehensive program for the establishment and operation of labour-management safety and health committees in federal industries, according to predetermined criteria. We will provide services to these committees so they can perform their key functions more effectively.

The members of these committees, their duties and responsibilities, are similar to those described in the Ontario and other provincial legislation. New federal legislation will authorize this activity within those industries that come under federal labour jurisdiction.

Our legislative proposals will include a provision whereby workers who consider themselves to be exposed in the course of their employment to an imminent danger may withdraw from work under such circumstances. We recognize and understand the concern of employers with respect to the possibility of frivolous or capricious use of such a provision, but I have sufficient confidence in the maturity and intelligence of the average Canadian worker that this will not become a common occurrence.

I believe it essential that employees not be required to work at processes or in places which they sincerely believe to be basically unsafe or unhealthy. When one thinks of this, it is equally unsatisfactory to the employer — or ought to be — that his employees should continue to work under such conditions.

Inevitably these circumstances, if they exist, will lead to accidents, personal injuries, material loss, damage to plant and so on. In fact our present federal law, Part IV of the Canada Labour Code, makes it *a duty* for employees to remove themselves from such places. Now they will be given *the right* to do so. There will be safeguards against discrimination through suspension, dismissal, and loss of wages.

I confidently expect that issues of this sort will be speedily resolved by the procedures we will establish. These will be matters of mutual concern to management and to workers and the primary responsibility will be on them to settle the problems. Joint safety and health committees may well play a role in the resolution of such questions and federal safety officers may exercise their powers in this regard. As a final stage we are proposing that an unresolved question of this kind be referred to the Canada Labour Relations Board. lg

Back issues of *The Labour Gazette*

A recent inventory shows that we have on hand — free for the asking — a limited number of copies of the following issues of *The Labour Gazette*:

1976: January, March, April, May, June, July, September, October, November, December.

1977: January, April, June, July, August, September.

Anyone wishing to receive any of the above may obtain them by writing to: Editor, *The Labour Gazette*, Canada Department of Labour, Ottawa K1A 0J2.

Work-injury experience and cost in Canadian industry, 1967-1976

Injuries covered in the tables below are those incurred in the course of employment or arising out of employment of workers who are covered by workers' compensation boards. Reports received from them provided the data on the number of injury claims and the payments made. Data on employment and labour income were obtained from Statistics Canada.

The ratio between the totals of non-disabling and disabling injuries has shown a steady decrease from 1.90 in 1967 to 1.35 in 1976, a drop of 28.9 per cent. The frequency of lost-time or disabling injuries per 1,000,000 man-hours worked rose steadily from 17.34 in 1968 to 25.92 in 1974 and dropped gradually to 23.19 in 1976. The increase in lost-time injuries in the period to 1974 reflects the reduction in qualifying

This feature was prepared by the Program Research and Development Division, Occupational Safety and Health Branch, Labour Canada.

periods for compensation and the greater accessibility of benefits rather than a deterioration in industrial safety. The reduction since 1974 is most likely the result of cut-backs in employment, where employees with the least training and experience are the first to be laid off.

Total employment increased by 30 per cent between 1967 and 1976. The rate of injuries per 100 workers rose from 10.60 in 1967 to 11.46 in 1974, a change of 8 per cent, and dropped from 11.46 in 1974 to 10.92 in 1976, a change of 5 per cent. In 1976 employment rose by 3 per cent over the previous year and the injury rate per 100 workers by 3 per cent as well. The 1976 figures are preliminary.

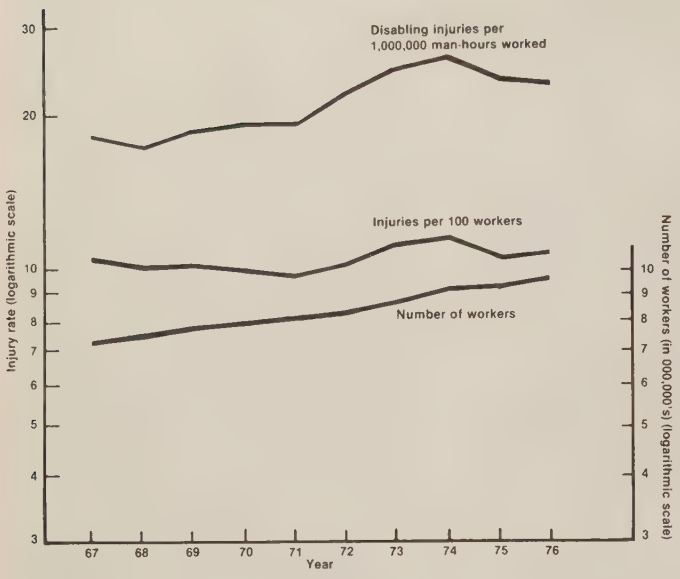
Total compensation costs in 1976 increased by 19 per cent over 1975 compared with an increase of 27 per cent in 1975 over 1974. Payrolls increased by 15 per cent in 1976 and by the same percentage increase in 1975 over 1974. Since compensation costs continue to increase at a higher rate than payroll costs, the compensation per $100 payroll also continues to rise. The cost per claim increased by 12 per cent in 1976 over the previous year and by 35 per cent in 1975 and the cost per worker increased accordingly, by 15 per cent in 1976 and by 24 per cent in 1975 over 1974. Both cost per claim and cost per worker reflect the substantial rise in compensation costs over the last ten years.

Work-injury experience and cost in Canada, 1967-1976
injury experience in Canada, 1967-1976

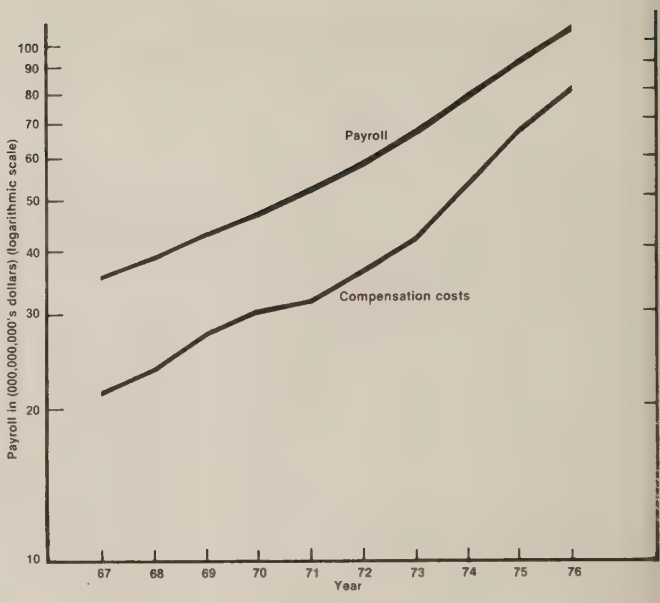
Year	Non-disabling injuries		Disabling injuries				All injuries	Employment[1]	Disabling injury frequency rate[2]	Injuries per 100 workers	Ratio of non-disabling to disabling injuries
	No.	% of all injuries	Non-fatal No.	Fatal No.	Total Disabling No.	% of all injuries	No.	(in 000's)			
1967	512,762	65.6	268,250	1,058	269,308	34.4	782,070	7,379	18.25	10.60	1.90
1968	500,587	65.7	260,512	928	261,440	34.3	762,027	7,537	17.34	10.11	1.91
1969	504,587	63.4	289,841	1,001	290,842	36.6	795,429	7,780	18.69	10.22	1.73
1970	491,099	61.9	301,680	918	302,598	38.1	793,697	7,879	19.20	10.07	1.62
1971	480,287	60.5	312,322	924	313,246	39.5	793,533	8,079	19.39	9.82	1.53
1972	488,764	56.8	370,643	1,078	371,721	43.2	860,485	8,329	22.32	10.33	1.31
1973	547,256	55.5	437,300	1,124	438,424	44.5	985,680	8,759	25.03	11.25	1.25
1974	573,281	54.8	472,319	1,433[4]	473,752	45.2	1,047,033	9,137	25.92	11.46	1.21
1975	543,905	55.2	440,455	957	441,412	44.8	985,317	9,308	23.71	10.59	1.23
1976[3]	601,017	57.5	442,991	932	443,923	42.5	1,044,940	9,572	23.19	10.92	1.35
1967-1976 Average	524,355	59.2	359,631	1,035	360,666	40.8	885,021	8,376	21.53	10.57	1.45

[1]Statistics Canada estimates, Catalogue No. 71-001.
[2]The number of disabling injuries per 1,000,000 man-hours worked, calculated at 2,000 man-hours per worker per year.
[3]Preliminary.
[4]Includes deaths in Ontario of pensioners who had an earlier disabling work injury.

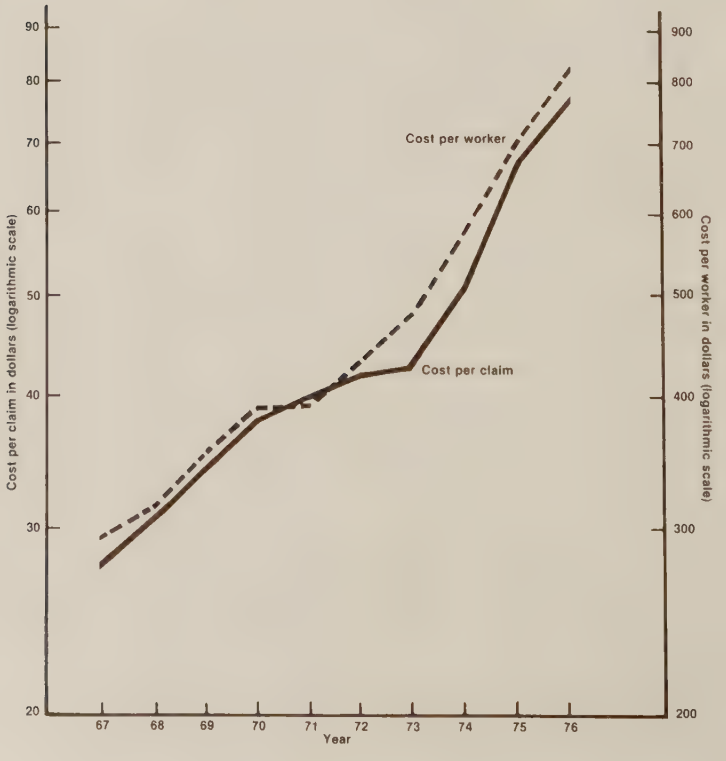
Injury rates and number of workers


Disabling injuries per 1,000,000 man-hours worked
Injuries per 100 workers
Number of workers
Injury rate (logarithmic scale)
Number of workers (in 000,000's) (logarithmic scale)
Year
67 68 69 70 71 72 73 74 75 76

Payroll and compensation costs



Compensation cost per worker and per claim


Cost per worker
Cost per claim
Cost per claim in dollars (logarithmic scale)
Cost per worker in dollars (logarithmic scale)
Year
67 68 69 70 71 72 73 74 75 76

Work-injury experience and cost in Canada, 1967-1976
compensation costs in Canada, 1967-1976

Year	All costs in 000's dollars				Cost per claim	Cost per worker	Payroll[4] in (000, 000's dollars)	Compensation per $100 payroll
	Medical Aid cost[1]	Compensation for lost earnings	Pension[2]	Total payments				
					$	$		
1967	57,344	96,339	62,763	216,446	277	29	35,303	0.61
1968	61,772	102,865	69,156	233,793	307	31	38,444	0.61
1969	67,473	120,064	85,182	272,719	343	35	43,065	0.63
1970	75,484	133,527	95,502	304,513	384	39	46,706	0.65
1971	77,689	147,155	89,594	314,438	396	39	51,528	0.61
1972	83,561	176,068	102,020	361,649	420	43	57,570	0.63
1973	93,703	207,185	117,643	418,531	425	48	66,358	0.63
1974	115,789	261,035	149,456	526,280	503	58	78,520	0.67
1975	154,763	333,853	179,831	668,447	678	72	90,586	0.74
1976[3]	186,286	411,428	197,285	794,999	761	83	104,328	0.76
1967-1976 Average	97,386	198,952	114,843	411,181	465	49	61,241	0.67

[1]Medical aid includes hospitalization, rehabilitation service, funeral and related expenses. Medical aid payments are for both disabling and medical treatment injuries.

[2]Capitalized value of pensions for permanent, partial or total disabilities, but not including funds set in reserve.

[3]Preliminary.

[4]Estimate of Labour Income, Statistics Canada, Catalogue No. 72-005.

Work-injury experience and cost by province 1976[3] and 1967-1976 average

Year	Compensation claims					Compensation costs (000's dollars)			
	Medical aid only	Non-fatal disabling injury	Fatal injury	Total disabling injury	Total all claims	Medical aid[1]	Compensation for lost earnings	Pension[2]	Total payments
Newfoundland									
1976	7,298	6,578	42	6,620	13,918	1,336	3,601	2,576	7,513
1967-76 Average	6,305	5,856	32	5,888	12,193	1,165	2,683	1,380	5,228
Prince Edward Island									
1976	1,352	1,386	2	1,388	2,740	332	626	624	1,582
1967-76 Average	1,234	1,307	4	1,311	2,545	217	394	242	853
Nova Scotia									
1976	17,410	11,524	35	11,559	28,969	3,213	11,382	6,558	21,153
1967-76 Average	15,987	11,952	33	11,985	27,972	2,065	6,611	3,941	12,617
New Brunswick									
1976	16,685	9,515	34	9,549	26,234	3,342	6,384	3,760	13,486
1967-76 Average	16,033	9,063	36	9,099	25,132	2,119	3,561	1,963	7,643
Quebec									
1976	156,610	127,808	266	128,074	284,684	72,497	94,078	51,526	218,101
1967-76 Average	125,304	92,961	239	93,200	218,504	28,535	43,372	31,267	103,174
Ontario									
1976	243,460	154,317	203	154,520	397,980	60,907	199,038	76,561	336,506
1967-76 Average	232,529	139,977	318[4]	140,295	372,824	39,189	92,531	41,719	173,439
Manitoba									
1976	16,760	18,871	35	18,906	35,666	3,533	9,779	5,330	18,642
1967-76 Average	15,953	16,165	42	16,207	32,160	2,588	5,510	3,083	11,181
Saskatchewan									
1976	19,103	15,519	40	15,559	34,662	3,885	10,471	6,694	21,050
1967-76 Average	14,652	12,327	43	12,370	27,022	2,436	5,390	4,067	11,893
Alberta									
1976	58,695	41,363	125	41,488	100,183	13,211	27,761	15,265	56,237
1967-76 Average	40,979	29,451	119	29,570	70,549	6,860	13,143	9,972	29,975
British Columbia									
1976	63,644	56,110	150	56,260	119,904	24,030	48,308	28,391	100,729
1967-76 Average	55,379	40,572	169	40,741	96,120	12,212	25,757	17,209	55,178

[1]Medical aid includes hospitalization, rehabilitation service, funeral and related expenses. Medical aid payments are for both disabling and medical treatment injuries.

[2]Capitalized value of pensions for permanent, partial or total disabilities, but not including funds set in reserve.

[3]Preliminary.

[4]Includes deaths in Ontario of pensioners who had an earlier disabling work injury. lg

Fatalities in Canadian industry, 1967-1976

Statistics on fatalities in Canadian industry are produced annually by the Occupational Safety and Healh Branch of Labour Canada. Reports received from the workers' compensation boards accounted for all the fatalities reported.

Fatalities covered in this review occurred to workers during the course of, or arose out of, their employment. They include deaths of pensioners suffering from industrial diseases such as silicosis and lung cancer as well as deaths of pensioners who suffered earlier disabling work injuries. In this review, these deaths are counted as fatality cases in the year the pensioner dies. Recent amendments in compensation laws allowing the deaths of pensioners to be treated as fatality cases have accounted for part of the continued rise in fatality cases.

Fatalities by industry

Goods-producing industries, which in 1976 continued to make up about one third of all workers employed, again accounted for two thirds of the total fatalities. In contrast, the service industries employed nearly two thirds of all workers but suffered slightly over one third of the fatalities. The mining, forestry and fishing industries continue to be the most hazardous, with finance the least hazardous. In the period 1967 to 1970, the death rate per 100,000 workers for all industries fluctuated. It increased between 1971 and 1974, dropped in 1975, and, based on the preliminary total of deaths reported, continued to fall in 1976. The death rate for the goods-producing industry reflects the same trend as does the death rate for the service industries.

This feature was prepared by the Program Research and Development Division, Occupational Safety and Health Branch, Labour Canada.

Over one half of the deaths from occupational illnesses in 1975 and 1976 were in the mining industry and almost one third of them were in manufacturing.

Fatalities by province

About one third of all fatalities occurred in Ontario in 1975 and in 1976. British Columbia and Quebec followed in the number of fatalities in this period.

Fatalities by occupation

Craftsmen and related workers continued to experience the most hazards and accounted for about one third of all deaths. The least hazardous occupation is clerical, with about 1.4 per cent of the fatalities in 1976. This breakdown is also reflected in the ten-year average.

Fatalities by age and sex

Workers over 25 years of age made up over 80 per cent of the deaths in the ten year average. In 1976, more than 75 per cent of the deaths with age reported happened to workers in this age bracket.

Males continued to account for

Statistical summary of fatality* experience in Canadian industry, 1967-1976**

Analytical Category Fatality Profile	Figures for 1976P		Averages of 1967-1976	
	No.	%	No.	%
Industry				
· Goods-producing (1-6 on Table 1)	571	61.7	728	62.7
· Service (7-11 on Table 1)	355	38.3	434	37.3
· Total	926	100.0	1,162	100.0
Employment (in 000's workers)				
· Goods-producing	3,299	34.5	3,123	37.3
· Service	6,273	65.5	5,253	62.7
· Total	9,572	100.0	8,376	100.0
Incidence rate (deaths per 100,000 workers)				
· Goods-producing	17.3		23.3	
· Service	5.7		8.3	
· All Industry	9.7		13.9	
Type of accident				
· Transport	236	25.5	279	24.0
· Struck By or Against	136	14.7	239	20.6
	372	40.2	518	44.6
· Other type	554	59.8	644	55.4
· Total	926	100.0	1,162	100.0

*Includes deaths arising out of occupational illnesses
**See Tables 1, 3, 4, 8

Ppreliminary

Table 1 — Fatalities* in Canadian industry by industry division**, 1967-1976

Year	(1) Agriculture		(2) Forestry		(3) Fishing		(4) Mining		(5) Manufacturing		(6) Construction		(7) Transport		(8) Trade		(9) Finance		(10) Service		(11) Public Administration		Totals	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1967	30	2.6	106	9.2	33	2.9	183	15.8	187	16.1	223	19.3	237	20.5	64	5.5	5	0.4	55	4.7	35	3.0	1,158	100.0
1968	27	2.6	102	10.0	19	1.9	134	13.1	176	17.2	217	21.3	178	17.5	58	5.7	0	—	45	4.4	64	6.3	1,020	100.0
1969	30	2.7	88	7.9	18	1.6	162	14.4	207	18.4	235	20.9	206	18.4	60	5.3	2	0.2	50	4.5	64	5.7	1,122	100.0
1970	16	1.5	94	8.9	25	2.4	157	14.8	183	17.2	195	18.4	187	17.6	62	5.8	4	0.4	57	5.4	81	7.6	1,061	100.0
1971	21	1.9	94	8.3	11	1.0	169	14.9	186	16.4	225	19.9	205	18.1	79	7.0	4	0.3	72	6.3	67	5.9	1,133	100.0
1972	30	2.4	77	6.2	8	0.7	175	14.1	261	21.0	209	16.9	227	18.3	72	5.8	6	0.5	110	8.9	65	5.2	1,240	100.0
1973	30	2.2	100	7.3	15	1.1	185	13.4	259	18.8	227	16.5	269	19.5	87	6.3	6	0.4	97	7.0	104	7.5	1,379	100.0
1974	33	2.3	85	6.0	11	0.8	203	14.4	305	21.6	232	16.4	254	18.0	119	8.4	7	0.5	101	7.1	63	4.5	1,413	100.0
1975	13	1.1	71	6.1	27	2.3	158	13.5	222	19.0	217	18.6	216	18.5	74	6.3	3	0.3	83	7.1	84	7.2	1,168	100.0
1976P	16	1.7	58	6.3	26	2.8	143	15.4	161	17.4	167	18.0	197	21.3	52	5.6	7	0.8	52	5.6	47	5.1	926	100.0
1967-1976 Average	25	2.1	87	7.5	19	1.6	167	14.4	215	18.5	215	18.5	218	18.8	73	6.3	4	0.3	72	6.2	67	5.8	1,162	100.0

*Includes deaths arising out of occupational illnesses. See breakdown by industry, Table 2

**Includes: (1) related services. (2) related services. (3) hunting and trapping. (4) quarrying and oil wells. (5) related services. (6) related services. (7) storage; communication; electric power, gas and water utilities; highway maintenance. (8) related services. (9) insurance and real estate. (10) community, business and personal services. (11)defence.

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over 98 per cent of all fatalities in 1976 and in the ten year average.

Fatalities by accident type

In 1975 and in 1976, transport, struck by or against, and occupational illnesses continued to account for over one half of all fatalities. In this review, two new accident type classifications are introduced: occupational illnesses and late effects. Late effects include deaths of workers whose deaths occurred more than a year after their accidents and the deaths of pensioners who had earlier disabling work injuries. In the previous review the drowning and asphyxiation, and cardiovascular strain, classifications were introduced. As the result of the introduction of these new classifications, data in the breakdown of fatalities by accident type prior to 1975 are not comparable.

Table 2 — Fatalities in Canadian industry* by occupational injuries and illnesses, 1975-1976

Industry	Occupational Injuries		Occupational Illnesses		Total	
	1975	1976P	1975	1976P	1975	1976P
Mining	70	80	88	63	158	143
Manufacturing	176	124	46	37	222	161
Construction	209	159	8	8	217	167
Transportation	212	195	4	2	216	197
Trade	71	52	3	—	74	52
Service	82	52	1	—	83	52
Public Admin.	81	47	3	—	84	47
Agriculture	13	16	—	—	13	16
Forestry	71	58	—	—	71	58
Fishing and Trapping	27	26	—	—	27	26
Finance, Insurance, Real Estate	3	7	—	—	3	7
Total	1,015	816	153	110	1,168	926

Breakdown of fatalities into occupational injuries and occupational illnesses cases prior to 1975 is not available.

*See Footnote (**) Table 1

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Table 3 — Workers employed* in Canadian industry by industry division, 1967-1976 (in 000's workers)

Year	Agriculture		Forestry		Fishing		Mining		Manufacturing		Construction		Transport		Trade		Finance		Service		Public Administration		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1967	559	7.6	79	1.1	25	0.4	114	1.5	1,756	23.8	475	6.4	659	8.9	1,224	16.6	312	4.2	1,732	23.5	443	6.0	7,379	100.0
1968	546	7.2	80	1.1	24	0.3	117	1.6	1,754	23.3	470	6.2	673	8.9	1,260	16.7	327	4.3	1,830	24.3	458	6.1	7,537	100.0
1969	535	6.9	80	1.0	21	0.3	116	1.5	1,819	23.3	482	6.2	693	8.9	1,292	16.6	350	4.5	1,918	24.7	474	6.1	7,780	100.0
1970	511	6.5	72	0.9	20	0.3	125	1.6	1,790	22.7	471	6.0	692	8.8	1,320	16.7	365	4.6	2,025	25.7	486	6.2	7,879	100.0
1971	510	6.3	72	0.9	22	0.3	129	1.6	1,795	22.2	495	6.1	702	8.7	1,330	16.5	385	4.8	2,118	26.2	520	6.4	8,079	100.0
1972	481	5.8	71	0.9	22	0.3	124	1.5	1,857	22.3	501	6.0	730	8.8	1,410	16.9	385	4.6	2,194	26.3	553	6.6	8,329	100.0
1973	467	5.3	80	0.9	25	0.3	123	1.4	1,968	22.5	549	6.3	773	8.8	1,498	17.1	410	4.7	2,284	26.1	582	6.6	8,759	100.0
1974	473	5.2	82	0.9	24	0.3	126	1.4	2,024	22.2	598	6.5	790	8.6	1,575	17.2	446	4.9	2,386	26.1	613	6.7	9,137	100.0
1975	479	5.2	72	0.8	23	0.2	132	1.4	1,951	21.0	605	6.5	806	8.7	1,633	17.5	460	4.9	2,508	26.9	639	6.9	9,308	100.0
1976	474	5.0	72	0.8	20	0.2	146	1.5	1,945	20.3	642	6.7	834	8.7	1,658	17.3	501	5.2	2,595	27.1	685	7.2	9,572	100.0
1967-1976 Average	504	6.0	76	0.9	23	0.3	125	1.5	1,866	22.2	529	6.3	735	8.8	1,420	17.0	394	4.7	2,159	25.8	545	6.5	8,376	100.0

*Statistics Canada Estimate, Catalogue No. 71-001

Figures may not add due to rounding.

Table 4 — Fatality * Incidence Rates** in Canadian industry by industry division***, 1967-1976

Year	Agriculture	Forestry	Fishing	Mining	Manufacturing	Construction	Transport	Trade	Finance	Service	Public Administration	Total
1967	5.4	134.2	132.0	160.5	10.6	47.0	36.0	5.2	1.6	3.2	7.9	15.7
1968	4.9	127.5	79.2	114.5	10.0	46.2	26.4	4.6	0.0	2.5	14.0	13.5
1969	5.6	110.0	85.7	139.7	11.4	48.8	29.7	4.6	0.6	2.6	13.5	14.4
1970	3.1	130.6	125.0	125.6	10.2	41.4	27.0	4.7	1.1	2.8	16.7	13.5
1971	4.1	130.6	50.0	131.0	10.4	45.5	29.2	5.9	1.0	3.4	12.9	14.0
1972	6.2	108.5	36.4	141.1	14.1	41.7	31.1	5.1	1.6	5.0	11.8	14.9
1973	6.4	125.0	60.0	150.4	13.2	41.3	34.8	5.8	1.5	4.2	17.9	15.7
1974	7.0	103.7	45.8	161.1	15.1	38.8	32.2	7.6	1.6	4.2	10.3	15.5
1975	2.7	98.6	117.4	119.7	11.4	35.9	26.8	4.5	0.7	3.3	13.1	12.5
1976[p]	3.4	80.6	130.0	97.9	8.3	26.0	23.6	3.1	1.4	2.0	6.9	9.7
1967-1976 Average	5.0	114.5	82.6	133.6	11.5	40.6	29.7	5.1	1.0	3.3	12.3	13.9

*Includes deaths arising out of occupational illnesses. See breakdown by industry, Table 2.

**Fatality Incidence Rate equals number of cases per 100,000 workers.

***See footnote (**) Table 1

[p]preliminary

Table 5 — Fatalities* in Canadian industry by province and industry divisions**, 1975-1976

Industry	Nfld.		P.E.I.		N.S.		N.B.		Que.		Ont.		Man.		Sask.		Alta.		B.C.		Y.T. & N.W.T.		Can.	
	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P	1975	1976P
Agriculture	0	0	0	0	0	0	0	O	1	0	9	12	0	1	1	1	2	2	0	0	0	0	13	16
Forestry	1	1	0	0	1	1	3	6	12	10	13	8	1	0	3	1	2	3	35	28	0	0	71	58
Fishing	2	4	0	0	0	3	1	1	2	2	5	0	0	1	0	0	0	0	17	15	0	0	27	26
Mining	13	12	0	0	1	10	6	3	18	8	62	53	11	6	3	5	19	24	25	23	0	0	158	144
Manufacturing	2	2	0	0	5	4	7	0	49	28	98	77	1	10	8	4	19	9	33	27	0	0	222	161
Construction	4	3	1	2	3	9	14	3	53	36	48	52	11	3	10	7	33	24	40	28	0	0	217	167
Transport	4	3	0	2	2	5	6	9	36	31	65	50	8	18	11	12	24	32	60	34	0	0	216	196
Trade	1	1	0	0	1	3	1	1	17	6	29	16	8	2	4	3	9	9	4	11	0	0	74	52
Finance	0	0	0	0	0	0	0	O	0	5	1	0	1	0	0	0	1	0	0	2	0	0	3	7
Service	2	0	0	0	2	0	1	0	20	11	23	14	4	2	2	4	8	12	21	9	0	0	83	52
Public Admin.	0	1	1	1	1	0	2	2	21	10	30	15	4	8	8	0	8	8	9	2	0	0	84	47
Total	29	27	2	5	16	35	41	25	229	147	383	297	49	51	50	37	125	123	244	179	0	0	1,168	926

*Includes deaths arising out of occupational illnesses. See breakdown by industry. Table 2

**See footnote (**) Table 1

Ppreliminary

Table 6 — Fatalities* in Canadian industry by occupation**, 1967-1976

Year	(1) Farmers		(2) Loggers		(3) Fishermen		(4) Miners		(5) Craftsmen		(6) Labourers		(7) Transport		(8) Managerial		(9) Professional		(10) Clerical		(11) Sales		(12) Service		Not Stated		Totals	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
1967	30	2.6	89	7.7	32	2.7	156	13.5	377	32.5	118	10.2	199	17.2	42	3.6	32	2.8	10	0.9	24	2.1	49	4.2	0	0.0	1,158	100.0
1968	27	2.6	84	8.2	15	1.5	112	11.0	352	34.5	124	12.2	169	16.6	35	3.4	25	2.4	6	0.6	18	1.8	53	5.2	0	0.0	1,020	100.0
1969	30	2.7	78	7.0	19	1.7	138	12.3	355	31.6	143	12.8	201	17.9	51	4.5	30	2.7	7	0.6	15	1.3	55	4.9	0	0.0	1,122	100.0
1970	14	1.3	84	7.9	23	2.2	131	12.3	315	29.7	131	12.3	193	18.2	43	4.1	33	3.1	17	1.6	24	2.3	53	5.0	0	0.0	1,061	100.0
1971	16	1.4	78	6.9	9	0.8	132	11.7	308	27.2	183	16.2	192	16.9	80	7.0	41	3.6	16	1.4	23	2.0	54	4.8	1	0.1	1,133	100.0
1972	27	2.2	63	5.1	22	1.8	129	10.4	455	36.7	79	6.4	215	17.3	39	3.1	40	3.2	28	2.3	36	2.9	106	8.5	1	0.1	1,240	100.0
1973	30	2.2	79	5.7	14	1.0	148	10.7	454	32.9	97	7.0	274	19.9	52	3.8	62	4.5	20	1.4	27	2.0	120	8.7	2	0.2	1,379	100.0
1974	29	2.1	61	4.3	14	1.0	165	11.7	544	38.5	116	8.2	236	16.7	43	3.0	55	3.9	16	1.1	19	1.4	108	7.6	7	0.5	1,413	100.0
1975	8	0.7	47	4.0	26	2.2	133	11.4	389	33.3	134	11.5	184	15.8	62	5.3	37	3.2	14	1.2	14	1.2	59	5.0	61	5.2	1,168	100.0
1976P	23	2.5	38	4.1	23	2.5	115	12.5	314	33.9	100	10.8	151	16.3	37	4.0	27	2.9	13	1.4	17	1.8	54	5.8	14	1.5	926	100.0
1967-1976 Average	23	2.0	70	6.0	20	1.7	136	11.7	386	33.2	123	10.6	201	17.3	48	4.1	38	3.3	15	1.3	22	1.9	71	6.1	9	0.8	1,162	100.0

*Includes deaths arising out of occupational illnesses

**Includes: (1) farm workers. (2) related workers. (3) trappers and hunters. (4) quarrymen. (5)production process workers. (6) unskilled workers (Not agricultural, logging, fishing or mining). (7) communication workers. (8) related workers. (9) technical occupation workers. (10) related workers. (11) related workers. (12) recreation workers.

Ppreliminary

Table 7 — Fatalities* in Canadian industry by age** and sex, 1967-1976

Year	Age not Known No.	%	Under 25 No.	%	Over 25 No.	%	Total No.	%	Sex: Male No.	%	Sex: Female No.	%
1967	—	—	187	16.1	971	83.9	1,158	100	1,154	99.7	4	0.3
1968	—	—	165	16.2	855	83.8	1,020	100	1,017	99.7	3	0.3
1969	—	—	177	15.8	945	84.2	1,122	100	1,113	99.2	9	0.8
1970	—	—	169	15.9	892	84.1	1,061	100	1,051	99.1	10	0.9
1971	2	0.2	174	15.3	957	84.5	1,133	100	1,124	99.2	9	0.8
1972	4	0.3	203	16.4	1,033	83.3	1,240	100	1,219	98.3	21	1.7
1973	1	0.1	256	18.5	1,122	81.4	1,379	100	1,359	98.5	20	1.5
1974	9	0.6	230	16.3	1,174	83.1	1,413	100	1,395	98.7	18	1.3
1975	68	5.8	183	15.7	917	78.5	1,168	100	1,153	98.7	15	1.3
1976P	61	6.6	155	16.7	710	76.7	926	100	910	98.3	16	1.7
1967-1976 Average	14	1.2	190	16.4	958	82.4	1,162	100	1,150	99.0	12	1.0

*Includes deaths arising out of occupational illnesses.

**For workers whose deaths arose out of an occupational illness, the age of the worker at the time of his death is used.

P Preliminary

Table 8 — Fatalities* in Canadian industry by type of accident**, 1967-1976

A. Numerical distribution

Year	(1) Transport	(2) Struck by or Against	(3) Caught, in, on or Between	(4) Fall and Slip	(5) Drowning and Asphyxiation	(6) Cardio-vascular Strain	(7) Over-exertion	(8) Systemic Poisoning	(9) Occupational Illnesses	(10) Fire, Explosion, Temperature Extremes	(11) Contact with Electric Current	(12) Late Effects	(13) Miscellaneous	Tot
1975	264	230	81	102	61	69	11	23	153	45	56	45	28	1,1
1976P	236	136	68	93	40	42	14	6	110	37	33	71	40	9

B. Percentage distribution

1975	22.6	19.7	6.9	8.7	5.2	5.9	0.9	2.0	13.1	3.9	4.8	3.9	2.4	10
1976P	25.5	14.7	7.3	10.1	4.3	4.5	1.5	0.6	11.9	4.0	3.6	7.7	4.3	100

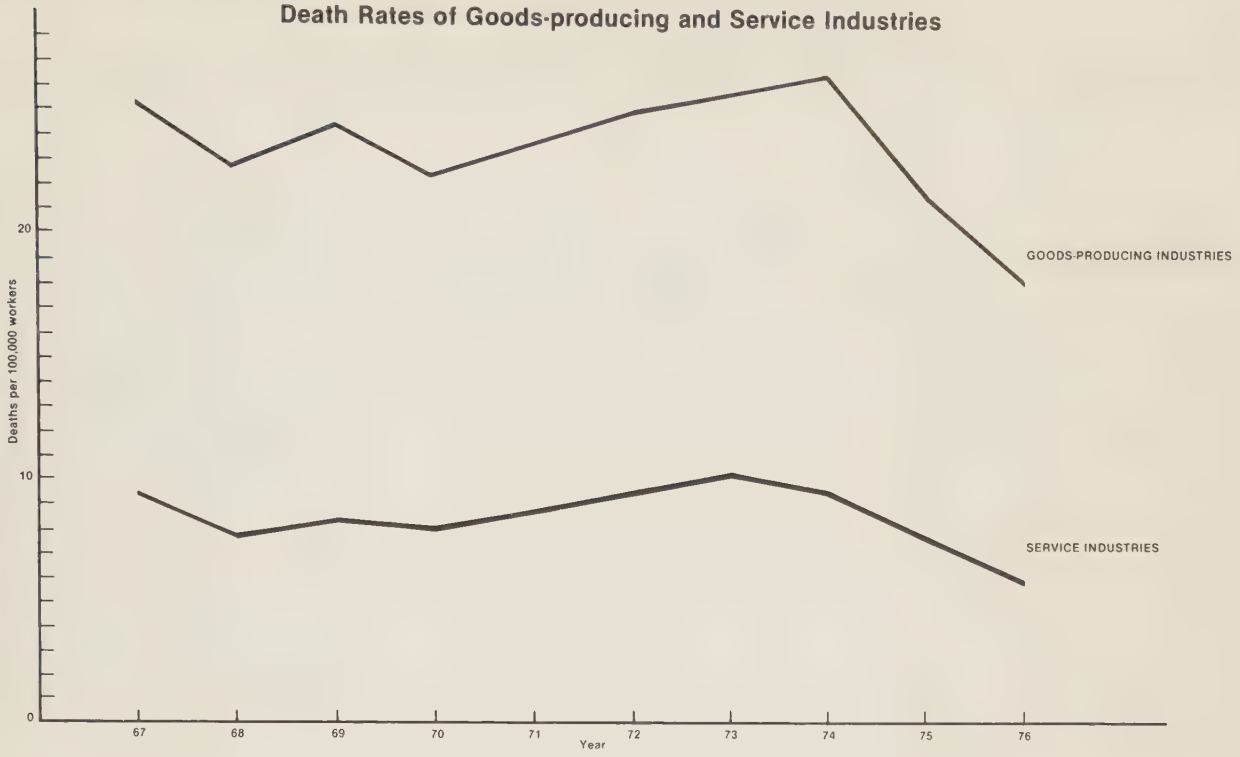
*Includes deaths arising out of occupational illnesses.

**Includes: (1) Collisions, crashes, derailments, etc. (2) stepping on. (3) machinery, vehicles, etc. (4) on same or different levels. (5) drownings in boat accidents and falls into water. (6) arterial diseases, cerebrovascular diseases, etc. (7) strains, hernias, etc. (8) injuries affecting functioning of an entire body system such as poisoning corrosive action affecting internal organs, damage to nerve centres, etc. (9) silicosis, asbestosis; radiation effects such as lung cancer. (10) deaths from injuries in fires and explosions such as asphyxiation, falls, struck by flying objects. (11) lightning. (12) deaths more than a year after accident. (13) homicides, suicides, bites, stings, unspecified.

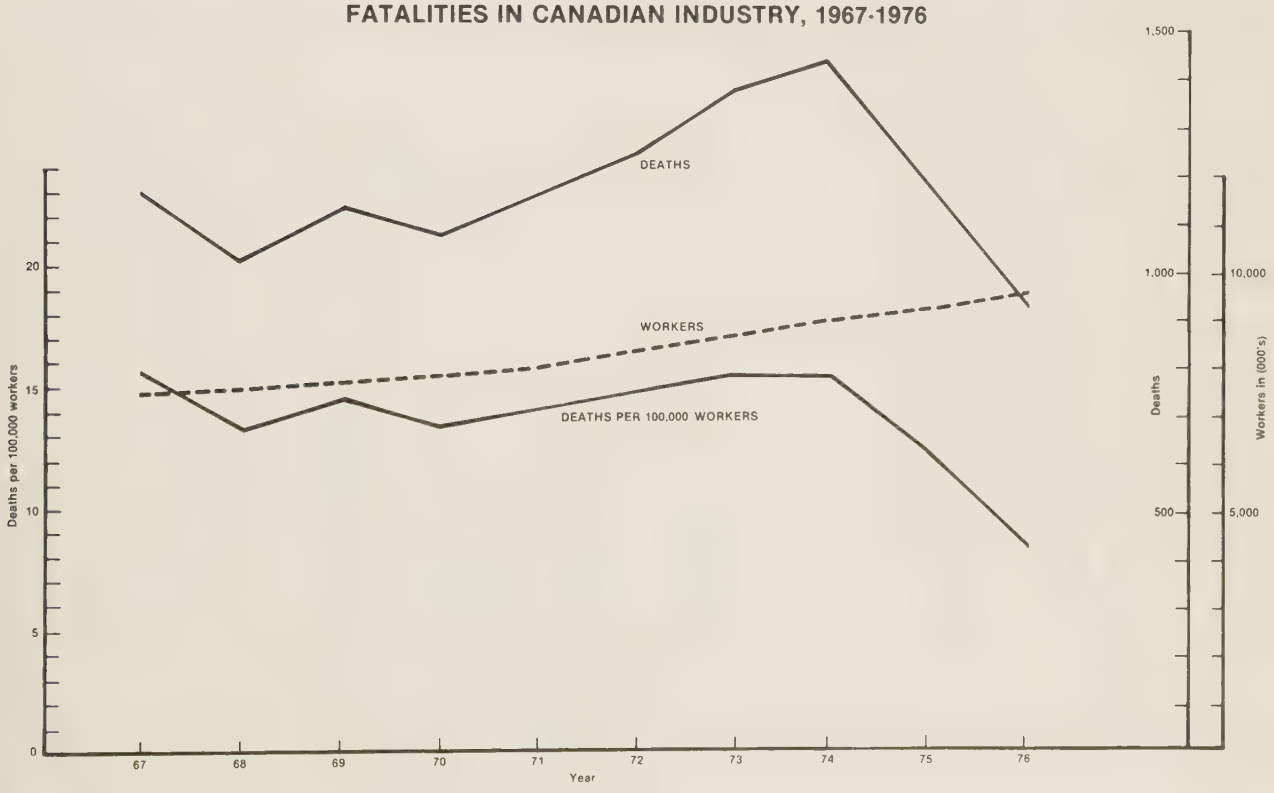
Due to changes in accident type classification categories, data prior to 1975 not available for comparison purposes.

Ppreliminary

FATALITIES IN CANADIAN INDUSTRY, 1967-1976
Death Rates of Goods-producing and Service Industries



FATALITIES IN CANADIAN INDUSTRY, 1967-1976



Industrial and geographic distribution of union membership in Canada, 1976

Union membership figures in the following tables are compiled by the Labour Data Branch of Labour Canada. The basic data on national and international unions and their locals or branches are obtained, in the first instance, by Statistics Canada through the operation of the Corporations and Labour Unions Returns Act. These data, made available to Labour Canada through a co-operative arrangement, are supplemented by information collected directly by the Labour Data Branch from independent local organizations, from some unions that are not subject to the reporting requirements of CALURA, and from central labour bodies operating in Canada.

Aggregate statistical information on the labour movement in Canada is available in *Labour Organizations in Canada 1976-1977*, a handbook that contains statistical tables on union membership and a comprehensive directory of labour organizations active in Canada showing names of the principal officers, publications and the distribution of the locals. The statistical information sets forth Canada-wide totals by congress affiliation, type and size of union.

Table 1 gives the distribution of union membership by industry on the basis of the Statistics Canada Standard Industrial Classification (1970). The locals in Table 1 are non-additive, because many locals have members in more than one industry. The information in Table 2 lists, in alphabetical order, the names of the international and national unions and the independent local organizations that account for more than one tenth of the organized workers within each of the industry groups. All organizations active within any particular industry group are thus not necessarily shown — only those having more than 10 per cent of the union membership reported in the group. Table 3 shows union membership by province and Table 4, by locals and metropolitan area.

TABLE 1 — UNION MEMBERSHIP BY INDUSTRY, CANADA, 1976

INDUSTRY GROUP	NO. OF LOCALS	TOTAL MEMBERS	FEMALE MEMBERS
AGRICULTURE	**57**	**3,004**	**270**
FORESTRY	**59**	**32,165**	**702**
FISHING AND TRAPPING	**25**	**3,014**	**18**
MINES, QUARRIES AND OIL WELLS	**237**	**60,362**	**1,097**
Metal Mines	112	37,775	700
Mineral Fuels	39	10,693	101
Non-Metal (except coal mines)	41	8,809	276
Quarries and Sand Pits	33	1,744	
Services Incidental to Mining	12	1,341	20
MANUFACTURING	**3,891**	**866,250**	**161,237**
Food	354	92,148	25,730
Beverages	97	12,309	835
Tobacco Products	18	5,593	2,444
Rubber and Plastic Products	112	19,966	3,538
Leather	65	11,289	6,114
Textile	200	32,619	12,570
Knitting Mills	26	2,487	1,790
Clothing	129	50,319	39,311

TABLE 1 — UNION MEMBERSHIP BY INDUSTRY, CANADA, 1976 (Concluded)

INDUSTRY GROUP	NO. OF LOCALS	TOTAL MEMBERS	FEMALE MEMBERS
Wood	158	52,240	3,358
Furniture and Fixture Industries	104	16,979	3,362
Paper and Allied Industries	441	89,935	7,345
Printing, Publishing and Allied Industries	189	31,438	5,537
Primary Metals	226	79,774	1,407
Metal Fabricating	438	62,526	6,030
Machinery	205	37,030	2,713
Transportation Equipment	269	126,946	9,019
Electrical Products	245	63,589	19,585
Non-Metallic Mineral Products	232	32,246	2,942
Petroleum and Coal Products	35	5,953	80
Chemical and Chemical Products	237	24,923	2,611
Miscellaneous Manufacturing	111	15,941	4,916
CONSTRUCTION	**667**	**304,255**	**3,716**
TRANSPORTATION, COMMUNICATION AND OTHER UTILITIES	**2,490**	**440,093**	**74,858**
Air Transport and Incidental Services	176	28,818	6,962
Railway Transport	785	106,615	3,409
Water Transport and Incidental Services	130	33,171	1,483
Truck Transport	146	41,040	611
Buses and Street Cars	86	29,290	773
Other Transport	37	2,860	326
Storage	73	13,218	1,338
Communication	897	127,348	52,065
Electrical Power, Gas and Water Utilities	160	57,733	7,891
TRADE	**479**	**131,798**	**43,867**
FINANCE, INSURANCE AND REAL ESTATE	**65**	**9,242**	**5,635**
COMMUNITY, BUSINESS AND PERSONAL SERVICES INDUSTRIES	**2,680**	**753,812**	**417,292**
Education and Related Services	952	388,107	175,027
Health and Welfare	1,274	265,797	209,474
Religious Organizations	4	446	291
Amusement and Recreation	111	41,804	5,388
Services to Business Management	54	5,268	1,233
Personal Services	60	5,721	3,387
Accommodation and Food	113	38,097	18,559
Miscellaneous Services	112	8,572	3,933
PUBLIC ADMINISTRATION	**2,548**	**436,395**	**129,763**
Federal Administration	1,056	155,183	42,209
Provincial Administration	673	164,909	63,059
Local Administration	818	116,252	24,495
Other Government Services	1	51	
INDUSTRY UNSPECIFIED	**11**	**1,601**	**394**
TOTAL	*	**3,041,941**	**838,849**

*** Non-additive**

TABLE 2 — UNION REPRESENTATION WITHIN INDUSTRY GROUPS, 1976

INDUSTRY GROUP	UNIONS COMPRISING MORE THAN 10 PER CENT OF THE TOTAL MEMBERSHIP IN INDUSTRY GROUP (IN ALPHABETICAL ORDER)
AGRICULTURE	Agriculture Union-PSAC-(CLC) *Ontario Public Service Employees Union (Ind.)
FORESTRY	Carpenters (AFL-CIO/CLC) Woodworkers (AFL-CIO/CLC) Woodworkers' Federation (Ind.)
FISHING AND TRAPPING	Food Workers (AFL-CIO/CLC) United Fishermen (CLC)
MINES, QUARRIES AND OIL WELLS	
Metal Mines	Steelworkers (AFL-CIO/CLC)
Mineral Fuels	United Mine Workers (CLC) Steelworkers (AFL-CIO/CLC)
Non-Metal (except coal mines)	International Operating Engineers (AFL-CIO/CLC) Metal Trades, Mines and Chemical Products Union (CNTU) Steelworkers (AFL-CIO/CLC)
Quarries and Sand Pits	Building and Woodworkers Federation (CNTU) Cement Workers (AFL-CIO/CLC) Steelworkers (AFL-CIO/CLC)
Services Incidental to Mining	Canadian Mine Workers (CCU) Canadian Smelter Workers (CCU) Labourers (AFL-CIO/CLC)
MANUFACTURING INDUSTRIES	
Food Industries	Bakery Workers (AFL-CIO/CLC) Food Workers (AFL-CIO/CLC) Teamsters (Ind.)
Beverage Industries	Brewery Workers (CLC) Distillery Workers (AFL-CIO/CLC) Teamsters (Ind.)
Tobacco Products Industries	Tobacco Workers (AFL-CIO/CLC)
Rubber and Plastic Products Industries	Oil Workers (AFL-CIO/CLC) Rubber Workers (AFL-CIO/CLC)
Leather Industries	Boot and Shoe Workers (AFL-CIO/CLC) Clothing Workers' Federation (CSD) Food Workers (AFL-CIO/CLC) Leather and Plastic Workers (AFL-CIO/CLC) United Shoe Workers (AFL-CIO/CLC)
Textile Industries	Textile Federation (CSD) Textile Workers Union (AFL-CIO/CLC) United Textile Workers (AFL-CIO/CLC)

*The Ontario Public Service Employees Union was disaffiliated from the CLC in May 1976

TABLE 2 — UNION REPRESENTATION WITHIN INDUSTRY GROUPS, 1976 (Continued)

INDUSTRY GROUP	UNIONS COMPRISING MORE THAN 10 PER CENT OF THE TOTAL MEMBERSHIP IN INDUSTRY GROUP (IN ALPHABETICAL ORDER)
Knitting Mills Industries	Clothing Workers' Federation (CSD) Textile Chemical Union (CCU) Textile Workers Union (AFL-CIO/CLC)
Clothing Industries	Amalgamated Clothing Workers (AFL-CIO/CLC) Ladies' Garment Workers (AFL-CIO/CLC)
Wood Industries	Carpenters (AFL-CIO/CLC) Woodworkers (AFL-CIO/CLC)
Furniture and Fixture Industries	Steelworkers (AFL-CIO/CLC) Upholsterers (AFL-CIO/CLC) Woodworkers (AFL-CIO/CLC)
Paper and Allied Industries	Canadian Paperworkers (CLC) Paper and Forest Workers Federation (CNTU)
Printing, Publishing and Allied Industries	Graphic Arts Union (AFL-CIO/CLC) Newspaper Guild (AFL-CIO/CLC) Printing and Graphic Communications Union (AFL-CIO/CLC) Typographical Union (AFL-CIO/CLC)
Primary Metal Industries	Independent Local Organizations Steelworkers (AFL-CIO/CLC)
Metal Fabricating Industries	Machinists (AFL-CIO/CLC) Steelworkers (AFL-CIO/CLC)
Machinery Industries	Auto Workers (CLC) Machinists (AFL-CIO/CLC) Steelworkers (AFL-CIO/CLC)
Transportation Equipment Industries	Auto Workers (CLC)
Electrical Products Industries	I.U.E. (AFL-CIO/CLC) Steelworkers (AFL-CIO/CLC) U.E. (CLC)
Non-Metallic Mineral Products Industries	Cement Workers (AFL-CIO/CLC) Glass and Ceramic Workers (AFL-CIO/CLC) Teamsters (Ind.)
Petroleum and Coal Products Industries	Oil Workers (AFL-CIO/CLC) United Oil Workers of Canada (CCU)
Chemical and Chemical Products Industries	Chemical Workers (AFL-CIO/CLC) Metal Trades, Mines and Chemical Products Union (CNTU) Oil Workers (AFL-CIO/CLC) Steelworkers (AFL-CIO/CLC)
Miscellaneous Manufacturing Industries	Auto Workers (CLC) Steelworkers (AFL-CIO/CLC)

TABLE 2 — UNION REPRESENTATION WITHIN INDUSTRY GROUPS, 1976 (Continued)

INDUSTRY GROUP	UNIONS COMPRISING MORE THAN 10 PER CENT OF THE TOTAL MEMBERSHIP IN INDUSTRY GROUP (IN ALPHABETICAL ORDER)
CONSTRUCTION INDUSTRY	Carpenters (AFL-CIO/CLC) Labourers (AFL-CIO/CLC) Plumbers (AFL-CIO/CLC)
TRANSPORTATION, COMMUNICATION AND OTHER UTILITIES	
Air Transport and Incidental Services	Air Line Employees (CLC) Air Line Flight Attendants (CLC) Machinists (AFL-CIO/CLC)
Railway Transport	Maintenance of Way (AFL-CIO/CLC) Railway Clerks (AFL-CIO/CLC) Railway, Transport and General Workers (CLC) United Transportation Union (AFL-CIO/CLC)
Water Transport and Incidental Services	I.L.A. (AFL-CIO/CLC) Merchant Service Guild (CLC) Railway, Transport and General Workers (CLC) Seafarers (AFL-CIO/CLC)
Truck Transport	Teamsters (Ind.)
Buses and Street Cars	Independent Local Organizations Public Service Employees Federation (CNTU) Transit Union (AFL-CIO/CLC)
Other Transport	Public Service Employees Federation (CNTU) Ontario Public Service Employees Union (Ind.) Teamsters (Ind.)
Storage	Grain Services Union (CLC) Railway Clerks (AFL-CIO/CLC) Retail Clerks (AFL-CIO/CLC)
Communications	Canadian Telephone Employees (Ind.) Letter Carriers (CLC) Postal Workers (CLC)
Electric Power, Gas and Water Utilities	C.U.P.E. (CLC) I.B.E.W. (AFL-CIO/CLC)
TRADE	Food Workers (AFL-CIO/CLC) Retail Clerks (AFL-CIO/CLC) Retail, Wholesale Union (AFL-CIO/CLC)
FINANCE, INSURANCE AND REAL ESTATE	Commerce Federation (CNTU) Office Employees (AFL-CIO/CLC) Ontario Public Service Employees Union (Ind.)

TABLE 2 — UNION REPRESENTATION WITHIN INDUSTRY GROUPS, 1976 (Concluded)

INDUSTRY GROUP	UNIONS COMPRISING MORE THAN 10 PER CENT OF THE TOTAL MEMBERSHIP IN INDUSTRY GROUP (IN ALPHABETICAL ORDER)
COMMUNITY, BUSINESS AND PERSONAL SERVICES INDUSTRIES	
Education and Related Services	C.U.P.E. (CLC) Manitoba Teachers' Society (Ind.) Quebec Teachers' Congress (Ind.)
Health and Welfare Services	C.U.P.E. (CLC) Service Employees Union (AFL-CIO/CLC) Social Affairs Federation (CNTU)
Religious Organizations	Social Affairs Federation (CNTU)
Amusement and Recreation Services	Musicians (AFL-CIO/CLC)
Services to Business Management	Office Employees (AFL-CIO/CLC) Teamsters (Ind.)
Personal Services	Barbers Federation (Ind.) Laundry Workers (CLC) Teamsters (Ind.)
Accommodation and Food Services	Hotel Employees (AFL-CIO/CLC)
Miscellaneous Services	Auto Workers (CLC) Office Employees (AFL-CIO/CLC) Service Employees Union (AFL-CIO/CLC)
PUBLIC ADMINISTRATION AND DEFENCE	
Federal Administration	National Component-PSAC-(CLC) National Defence-PSAC-(CLC) Professional Institute (Ind.)
Provincial Administration	Alberta Provincial Employees (CLC) B.C. Government Employees (CLC) Ontario Public Service Employees (Ind.) Quebec Government Employees (Ind.)
Local Administration	C.U.P.E. (CLC) Fire Fighters (AFL-CIO/CLC)
INDUSTRY UNSPECIFIED OR UNDEFINED	Building & Woodworkers Federation (CNTU) Canadian Operating Engineers (CCU) Service Employees International (AFL-CIO/CLC)

TABLE 3 — UNION MEMBERSHIP BY PROVINCE, 1976

PROVINCE	NO. OF LOCALS	TOTAL MEMBERS	FEMALE MEMBERS
Newfoundland	360	61,958	14,670
Prince Edward Island	92	9,088	3,303
Nova Scotia	496	92,177	24,571
New Brunswick	512	81,628	22,304
Quebec	3,405	846,126	263,629
Ontario	3,816	1,117,864	281,706
Manitoba	588	135,059	42,643
Saskatchewan	450	90,116	32,144
Alberta	675	184,946	55,418
British Columbia	1,211	417,474	97,252
Yukon and N.W.T.	54	5,505	1,209
TOTAL	11,659	3,041,941	838,849

TABLE 4 — UNION MEMBERSHIP BY LOCALS, BY METROPOLITAN AREA, 1976

METROPOLITAN AREA	NO. OF LOCALS	TOTAL MEMBERS	FEMALE MEMBERS
St. John's	132	36,380	11,430
Halifax	158	54,031	17,136
Saint John	113	20,637	4,905
Chicoutimi-Jonquière	94	21,835	3,663
Montreal	966	449,543	137,738
Quebec	302	95,198	33,509
Hamilton	236	75,597	14,619
Kitchener	122	31,479	7,808
London	165	44,568	13,915
Ottawa	291	115,478	34,561
St. Catharines	174	35,433	4,987
Sudbury	84	30,313	3,305
Thunder Bay	111	28,399	5,328
Toronto	852	453,036	132,755
Windsor	96	46,025	7,626
Winnipeg	311	104,426	34,111
Saskatoon	106	31,115	12,496
Regina	111	32,569	10,938
Calgary	165	55,977	12,416
Edmonton	203	98,302	33,821
Vancouver	428	269,383	60,618
Victoria	128	44,239	14,301

comment

Technological change calls for administrative innovations

Accompanying technological innovations at the workplace is a flow of administrative innovations in the business organization. Technological change has not only resulted in a transformation of production methods; it has placed at management's disposal a variety of new administrative aids and instruments. These give management opportunities to rationalize the system of information and decision-making in the firm. Further technological change creates a need for continuous adaptation of the firm's administrative system and organization. Work assignments must be revised, contact and communication between members of the staff must be redirected and areas of decision-making must be reformulated as attempts are made to fashion new organizational and administrative solutions to the new technical and personnel problems that arise.

The introduction of highly advanced production and information techniques may lead to changes in the process of decision-making, i.e., either in the direction of centralization or decentralization, and consequently to shifts in the distribution of power and influence in the firm. Retaining the traditional organizational form probably would lead to shifting the decision-making process upwards along the hierarchy. Increased centralization is accompanied by a reduced freedom of choice and manoeuvre, less room for individual initiative especially at lower organizational levels and a much more impersonal operation.

To offset some of the above mentioned effects it has been suggested that labour have some say in the management of a firm. If so, how and to what extent? Ideally it would appear that management and labour should come together as partners, each recognizing the needs of the other and each with a deep seated understanding that such recognition is based upon mutual self-interest. How can this come about? Is complete or partial auto-management the answer or does that lead to an unresolvable conflict of interests? The various developments in industrial democracy both in Canada and elsewhere should be closely followed.

Jack Basuk
Project Officer
Science Council of Canada

Canada needs more industrial relations experts

It is essential that some of Canada's best young people prepare themselves for careers in industrial relations, whether they choose to represent management or labour at the bargaining table and on the shop floor.

This will require a change in attitudes. For too long, the key jobs in the enterprise have been rated in some kind of tribal pecking order, when a more appropriate configuration would have been a circle of equals. The "glamour" jobs which the status seekers vied for were in marketing. But seldom has the way to the top been won by the industrial relations expert. Canada needs the best possible designers, production managers and salesmen. But it also needs the men and women who can develop and maintain good industrial relations.

This tendency to relegate industrial relations to an inferior status was given a rude shock by the wave of industrial unrest which swept Canada in the last few years. The federal government, as well as most of the provincial governments, came under strong public pressure to intervene in labour-management disputes, and even to institute compulsory settlements. These pressures reached the stage where the essential freedoms enjoyed by both labour and management to work out their own problems were seriously threatened.

John Munro
Minister, Labour Canada

CLC's view on worker participation "strictly negative"

When we talk about industrial democracy, I have no trouble in supporting the view that in the North American context collective bargaining represents our primary experience in industrial democracy. Collective bargaining has been the principal instrument for breaking down autocratic industrial rule and giving workers a share of power, with management,

in the determination of wages and working conditions.

We must also be aware that in some of the countries which have a free and strong trade union movement, and which have experienced less industrial strife and a better economic performance than Canada in some recent years, there is a growing willingness to complement collective bargaining with new forms of industrial democracy. I am thinking in particular of worker representation on the board of directors.

I believe that the position of the Canadian Labour Congress on worker participation on the board is strictly negative. There is also little, if any, encouragement for the idea on the part of management. The CLC has examined the concept and determined, quite correctly, that representation on the board in an organized shop would have to be performed by a union member, and that this representation would inevitably conflict with the objectives of the union in collective bargaining. Faced with that choice, the labour movement rejected any thought of pursuing the matter.

If you examine what's happening elsewhere, as my officials are doing, you find that trade unions are ready to experiment. The labour movement of the United Kingdom, which five or six years ago opposed representation on the board for the same reasons as the CLC, has now come around to the point where some of the major British unions are in favour of the idea. They have not compromised their faith in collective bargaining, and they don't regard representation and collective bargaining as mutually exclusive. They see representation as a means of supplementing and enriching collective bargaining. In recent years they have become more aware that collective bargaining can't deal with all the problems in the work relationship, and that collective bargaining frequently attempts to deal with problems after the majo decisions have been made. Collec tive bargaining, for example, does not usually, or always, deal with corporate investment plans, mergers, acquisitions, plant transfers, layoffs and other decisions that affect job security.

I believe this is a concept which has great potential in the Canadia context, and I am prepared to do what I can to encourage some experimentation in one or two of the federal Crown corporations.

John Munro
Minister, Labour Canada

Research Notes

Arbitration

"Final Arbitration and Intertemporal Compromise," by James B. Dworkin. *Relations Industrielles*, Volume 32, No. 2.

A recent assessment of final offer arbitration prompted the criticism that it tempts arbitrators to compromise over time and thus encourages the party that lost at arbitration in the previous round to re-use arbitration in the next round in the hope of winning. The author evaluates this criticism on the basis of evidence from the realm of professional baseball and from the University of Alberta's experience with the final offer procedure.

The evidence from baseball does not seem to suggest a strong probability that final offer arbitration will be used in subsequent wage rounds after the procedure has been used initially, nor that the losing party in any particular year will be the one to seek arbitration in the next round. Moreover, performance data suggests that arbitrators made their decisions based upon the most reasonable final position put before them and not to minimize alienation of the parties or to maximize the probability of being selected as an arbitrator. The University of Alberta experience is viewed as an example of the successful functioning of the final offer procedure.

Earnings

"Managerial Compensation in the Federal Public Service," by Davic Morley. *Canadian Business Review*, Summer 1977.

Contrary to common belief, sala ries of federal public servants are not ahead of but rather have always followed the market. Average remuneration per hour in the federal public service is lowe for management and professiona and also for office and non-office employees than it is outside the public service. The federal public sector is also comparable with th average level of fringe benefits provided by outside employers.

In addition to showing how feder

public service compensation compares with that outside, the author discusses the federal government's compensation policy and bargaining practice, and the question of how compensation policies are established.

●

"Wage Differentials between Native and Foreign Born Canadians," by B.B. Tandon and K.K. Tandon. *Relations Industrielles*, Vol. 32, No. 2.

The objective of this study is to estimate the extent of the male-female wage differential in a local labour market among native and foreign-born Canadians. The authors use a "human capital" model which they test by regression analysis, using data for Metropolitan Toronto derived from the Public Use Sample of the 1971 Canadian Census of Population.

The results suggest that native-born Canadians earn a higher rate of return on schooling, on-the-job training and vocational training than foreign-born Canadians. Both native-born and foreign-born women get lower wages than comparable men, though the differential is larger in the case of foreign-born women.

●

"Concentration and Labor Earnings in Manufacturing and Utilities," by James A. Dalton and E.J. Ford, Jr. *Industrial and Labor Relations Review*, October 1977.

This study examines the role of market power in the determination of the level of wages in U.S. manufacturing and utilities. More specifically, the hypothesis tested is that market power has a positive association with the level of wages after adjusting for industry, levels of skill and experience, discrimination and other influences. The empirical results offer strong support for this hypothesis. They suggest that manufacturing workers in highly concentrated industries earned $2,564 per year more on average than workers in low concentration industries. Workers' earnings rise, moreover, as concentration increases. The impact of unionization on wages appears to be much less clear.

Hours of work

"How blue-collar workers on 4-day workweeks use their time," by David Mark Maklan. *Monthly Labor Review*, August 1977.

The primary focus of this article, derived from a larger study, is on how workers on 4-day and 5-day work schedules allocate their time among different activities and on differences in their pattern of time use. The general picture that emerges is one of marked similarity with respect to both how time is distributed among the various activities and to who participates. Rather than engaging in novel endeavours during new discretionary time, 4-day workers tend merely to rearrange their activity schedules. When they find themselves with "spare time" they simply expand the amount of time allocated to familiar patterns of behaviour.

Despite these similarities, 4-day workers expressed greater satisfaction with their use of time than did those on the standard work schedule. Moreover important differences were also found in their respective arrangements of overtime, in the amount of time spent with and caring for children, and in the extent of time given to task-oriented activities.

Industrial conflict

Les Conflits en Milieux de Travail. Industrial Relations Centre, University of Montreal, 1977.

The proceedings of the University of Montreal's seventh annual industrial relations conference were devoted to the issue of industrial conflict. This volume includes papers by Paul Lacoste on Industrial Conflict in Advanced Industrial Societies and by Leo Roback on the Sources of Industrial Conflict in Quebec. Also included are shorter papers by workshop leaders on respect for the law; the duration of negotiations; wage controls; the imprisoning effect of work; union attitudes; third party rights; and how to live with conflict. Possible solutions to some of these problems are discussed in the concluding section.

Job satisfaction

Money Which? Consumers' Association (U.K.), September 1977.

Clergymen get the most satisfaction out of work, despite being at the bottom of the pay scale, according to a survey by the British Consumers' Association. Questionnaires about their jobs were completed by some 24,000 people.

Asked if they were satisfied with their jobs, 58 per cent of clergymen were very satisfied, followed by 48 per cent of company directors and farmers, with opticians and lawyers next most satisfied. The least satisfied were draughtsmen, actuaries and researchers. When asekd if they would choose the same occupation if starting all over again, clergymen again came at top of the list. Unskilled people, clerks, secretaries and insurance executives were least likely to.

The main conclusions drawn from the survey were that being inter-

ested in a job and feeling one's abilities being used to the full seemed more important in determining levels of satisfaction than the amount of money earned.

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Le Malaise des Cadres: Une Réévaluation. Ministère du Travail et de la Main-d'oeuvre, Quebec, 1977.

This study summarizes interviews with spokesmen for 12 Montreal firms which were considered to have progressive personnel policies; presents the results of a survey of 250 supervisors in these companies concerning the policies of their employers; and describes the policies of these employers with regard to salary, benefits, evaluation and promotion, training and development, and decentralization and participation.

Conclusions drawn from the survey were: (1) about 90 per cent of the supervisors were satisfied with their jobs; (2) compensation policy was the most important factor affecting the level of satisfaction, followed by policies relating to promotion and communications; and (3) policies that were regarded as unsatisfactory were those relating to participation in decisions and career planning.

Pensions

Public and Private Pensions in Canada: an economic analysis, by J.E. Pesando and S.A. Rea, Jr. Ontario Economic Council, 1977.

At an inflation rate of 8 per cent, the real value of today's private pensions will be cut in half every 10 years. The implications of this and of related problems are explored in this study of public and private pensions in Canada.

The analysis of private pensions examines the adequacy of vesting and 'locking in' provisions, together with the broader question of whether the private pension system as presently constituted can remain viable in an inflationary climate. The analysis of public programs focuses on the financing of public pension plans, the income redistribution effects of the Canada Pension Plan, and the incentive effects of public retirement programs.

Safety

"Who has the most dangerous job?" *The Miners' Voice*, October 1977.

Mining is the most dangerous job in the country, an analysis by the United Steelworkers shows. Miners have the worst frequency of lost-time accidents and a higher fatality rate than any occupation except firefighters. The fatality rates cited do not include deaths off the job caused by conditions at work, such as dust, fatigue, radiation, heat, toxic chemicals and other typical mining hazards.

The article also notes that there are wide variations in the incidence of lost-time injuries and fatalities within the mining industry, a fact which is taken to indicate that it is local conditions at individual mines as well as attitudes of management at those operations that cause accidents and deaths, rather than any inherent danger in the industry.

Wage-price controls

L'Impact de la Politique Canadienne de Contrôle des Prix et des Revenus sur les Ententes Salariales, by Jean-Michel Cousineau and Robert Lacroix. Economic Council of Canada, Discussion Paper No. 95.

This paper assesses the effects o Canada's wage and price controls program on the rate of wage increase in major collective agreements. On the basis of a statistica analysis which shows what the probable rate of increase would have been in the absence of controls, the authors conclude tha it may have achieved its desired objective. Between November 197 and the second quarter of 1977, the rate of wage increase was estimated to be 1.7 percentage points lower in the private sector and 4.3 percentage points lower i the public sector. The impact was progressive in both sectors, but more rapid in the public sector.

Work sharing

"Work Sharing Initiatives at Home and Abroad," by Sar A. Levitan an Richard S. Belous. *Monthly Labor Review*, September 1977.

Many European nations have specifically designed their unemployment compensation programs to promote work sharing as an alternative to layoffs. This article reviews different European approaches to work-sharing and a few experiments that have been undertaken in U.S. industries.

The examples indicate that work sharing can have a positive short-run role in combatting unemployment and diffusing the impact of an economic downturn. In the lon run, however, it is considered tha reduced worktime by itself, without proper economic stimulu would probably prove ineffective.

The foregoing was prepared by Laurence A Kelly, an independent industrial relations researcher and writer in Kingston, Ontario.

Additions to the Library

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly — if there is no local library — by writing to The Chief Librarian, Labour Canada, Ottawa, Ontario K1A 0J2, indicating author, title and publisher.

Collective Bargaining

Steinberg, Charles. *Collective bargaining rights in the Canadian sea fisheries:* a case study of Nova Scotia. Ann Arbor, Mich., University Microfilms, 1976. 436p.

Discussion of the limited collective bargaining rights of Canadian fishermen, who are mainly excluded from labour law coverage. Concludes that the law is illogical in defining non-owner fisherman as limited partners with, rather than employees of the owners because such fishermen are paid by share of the catch proceeds. Encourages unionization of fishermen.

Directors of Corporations

Harris, André. *Les patrons,* par André Harris et Alain de Sédovy. Paris, Éditions du Seuil, 1977. 419p.

Equal Pay for Equal Work

Blau, Francine D. *Equal pay in the office.* Lexington, Mass., Lexington Books, 1977. 158p.

Family and Work

Kanter, Rosabeth Moss. *Work and family in the United States:* a critical review and agenda for research and policy. New York, Russell Sage Foundation, 1977. 116p.

Examines theory, research and policy concerning the relationships between work and family in American society. Discusses reasons for the continued gap between work and family; the impact of occupational structures on families; influences of the family on the work world; women's employment and family relations; and the effects of both work life and family life on personal well-being.

Industrial Disputes

Colloque: Relations industrielles. 7e, Université de Montréal, 1976. *Les conflits en milieux de travail.* Publié sous la direction de Jean-Pierre Daubigney. Montréal, École des relations industrielles, Université de Montréal, 1977. 99p.

Rousseau, André. *Le droit du gréviste à son emploi,* par André Rousseau et Claude D'Aoust. Montréal, 1977. p.550-560. (Montréal, Université. Ecole de relations industrielles. Tiré-à-part, 18)

Industrial Relations

Sloane, Arthur A. *Labor relations,* by Arthur A. Sloane and Fred Witney. 3d ed. Englewood Cliffs, N.C. Prentice-Hall, 1977. 524p.

Focuses on collective bargaining, with emphasis on the development and application of contemporary bargaining issues. Examines the historical, legal and structural environments influencing contractual contents and labour relations behavior. New material on public sector unionism, arbitration law, seniority rights, occupational safety and health, government wage and price controls and women in labour unions.

Industrial Health

Commerce Clearing House. *Occupational safety and health standards for general industry.* (29 CFR Part 1910): promulgated by the Occupational Safety and Health Administration, United States Department of Labor; with amendments as of January 1, 1977. Chicago, 1977. 384p.

Commerce Clearing House. *Occupational safety and health standards for the construction industry.* (29 CFR Part 1926): promulgated by the Occupational Safety and Health Administration, United States Department of Labor, with amendments as of January 1, 1977. Chicago, 1977. 103p.

Labour Economics

Research in labor economics; an annual compilation of research.

v.1, 1977. Edited by Ronald G. Ehrenberg. Greenwich, Conn., JAI Press, 1977 376p.

Labour Organization

Cot, Jean-Pierre. *Les syndicats américains; conflit ou complicité?* par Jean-Pierre Cot et Jean-Pierre Mounier. Paris, Flammarrion, 1977. 184p.

Noise

Brunet, Jean-Marc. *Le bruit et la santé.* Montréal, Éditions du Jour, c1976. 176p.

Technological Change

Confédération française démocratique du travail. *Les dégats du progrès: les travailleurs face au changement technique.* Paris, Éditions du Seuil, 1977. 316p.

Wages and Hours

British Columbia. Ministry of Labour. Research and Planning Branch. *A profile of low-wage workers in British Columbia,* by C. Aykroyd and P. Stanton. Victoria, 1977. 49p.

Results of a survey conducted at Canada Manpower Offices in B.C., outlining demographic, personal and labour market characteristics of low-wage earners. Refers to possible policy implications of the survey results, particularly concerning minimum wages and related social security measures directed toward low-wage groups.

Rowley, J.C.R. *The determination of wage-change relationships,* by J.C.R. Rowley and D.A. Wilton. Ottawa, Economic Council of Canada, 1977. 181p. Titre en français: La détermination des variations de salaire.

Women — Employment

Frank, Harold H. *Women in the organization.* Philadelphia, University of Pennsylvania Press, 1977. 310p.

Work Satisfaction

Gyllenhammar, Pehr G. *People at work.* Reading, Mass., Addison-Wesley, 1977. 164p.

Discussion of the use of small group works and job rotation at two Swedish automobile assembly plants, where rank-and-file workers played key roles in planning changes.

Thiétart, Raymond Alain. *La dynamique de l'homme au travail; une nouvelle approche par l'analyse des systèmes.* Préface de Jacques Lesourne. Paris, Éditions d'organisation, 1977. 233p.

PRICES, EMPLOYMENT, AND EARNINGS

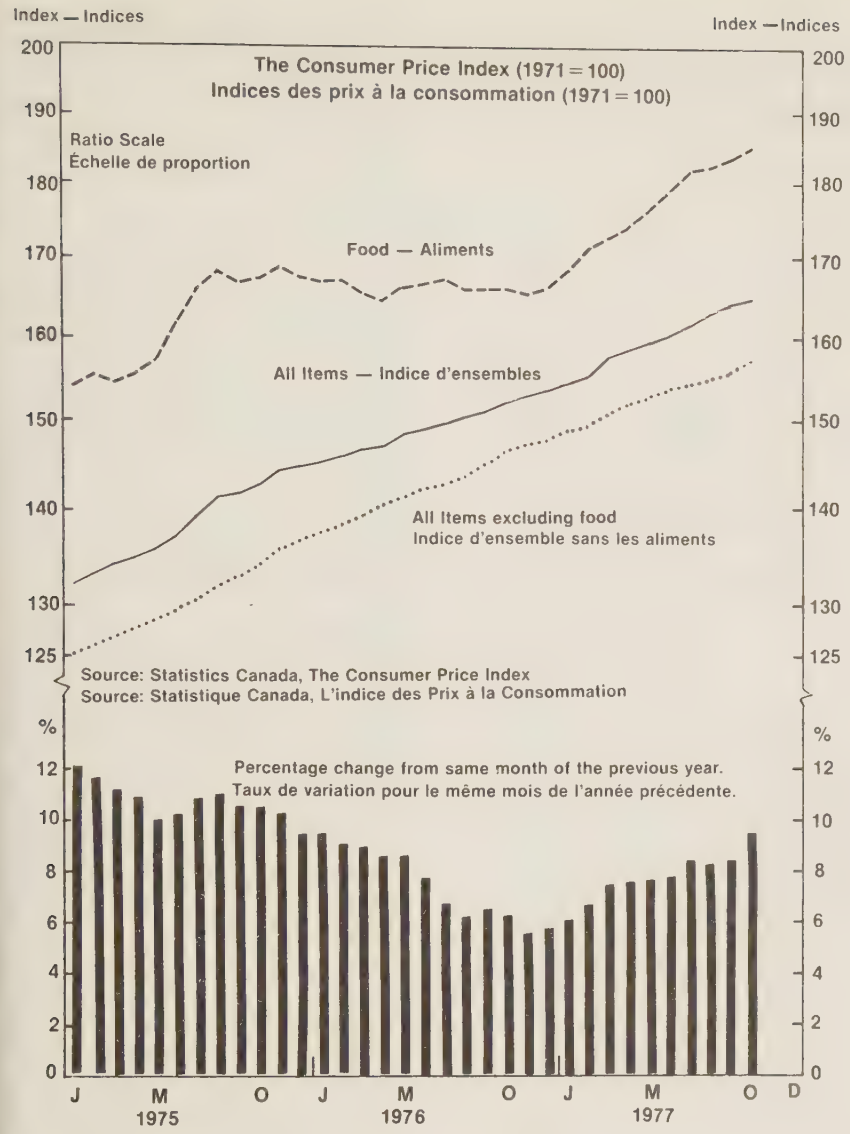
THE CONSUMER PRICE INDEX — OCTOBER 1977

The Consumer Price Index (1971 = 100) advanced to 165.0 in October from 163.4 in September, an increase of 1.0 per cent. The year-over-year increase was 8.8 per cent, the highest twelve-month increase since May last year. The average price increase for the year so far is 7.7 per cent.

The food index advanced 1.4 per cent in October, mainly as a result of higher prices for fresh vegetables and beef products. Lower prices for fresh fruits, eggs and poultry only marginally offset these increases. Food consumed at home rose 1.6 per cent in the latest month compared with 0.3 per cent for food consumed away from home. On a year-over-year basis food for home consumption increased 14.3 per cent while food away from home increased 5.6 per cent.

The non-food components of the CPI increased by 0.8 per cent from September. The housing index was responsible for almost four fifths of this increase (and almost half of the increase in the All-Items Index). Residential property taxes, which are surveyed throughout the year are reflected only in the October index. An average rise of 10.4 per cent in the annual residential property taxes was largely responsible for higher home-ownership charges. Higher prices for fuel and utilities also contributed to the latest increase in the housing index. Higher clothing prices, especially for outerwear, also had a notable impact on the CPI. These were partially offset by a decline in the transportation index which was attributable to lower train fares and by small but widespread price decreases for gasoline.

The current annual rate of change based on seasonally adjusted movements in the latest three


Index — Indices
Index — Indices
The Consumer Price Index (1971 = 100)
Indices des prix à la consommation (1971 = 100)
Ratio Scale
Échelle de proportion
Food — Aliments
All Items — Indice d'ensembles
All Items excluding food
Indice d'ensemble sans les aliments
Source: Statistics Canada, The Consumer Price Index
Source: Statistique Canada, L'indice des Prix à la Consommation
%
Percentage change from same month of the previous year.
Taux de variation pour le même mois de l'année précédente.
J M O J M O J M O D
1975
1976
1977

months, was up to 9.5 per cent from 7.4 per cent of the previous month. The seasonally adjusted CPI advanced 1.1 per cent between September and October, and food was up 1.9 per cent.

THE LABOUR FORCE — OCTOBER 1977

Seasonally adjusted data — changes from September 1977

Seasonally adjusted employment increased by 19,000 (or 0.2 per cent) in October to 9,844,000. The labour force increased at the same rate, leaving the unemployment rate unchanged at 8.3 per cent.

There was a significant increase in adult male employment of 24,000 (or 0.5 per cent). This accounted for a drop of 0.3 percentage points in the adult male unemployment rate to 4.8 per cent, the lowest since last February. The unemployment rate for youths moved up again to 14.8 per cent. The high rate of growth in the labour force for adult females has maintained a steady rise in the unemployment rate for that group — from 6.9 per cent in July to 7.7 per cent in October.

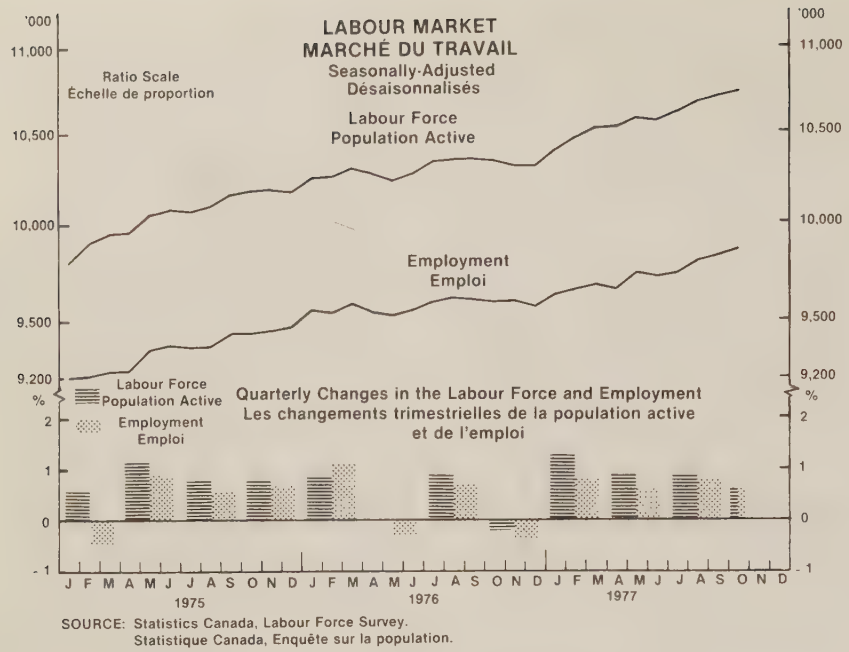
Regionally, Ontario recorded an increase of 50,000 new jobs (1.3 per cent) and this was reflected in a significant drop in the unemployment rate — from 7.3 to 6.8 per cent. In the Prairies, the increase in the level of employment was also significant (21,000 or 1.2 per cent), but it was accompanied by a similar rise in the labour force, and so the unemployment rate remained the same (4.8 per cent). In the other three regions, declines in employment levels resulted in increases in the unemployment rates. In the Atlantic region, the unemployment rate rose one point to 13.5 per cent; in Quebec it was up 0.6 percentage points to 11.4 per cent and in British Columbia it edged up 0.2 percentage points to 8.5 per cent.

A decrease of 28,000 (-1.5 per cent) in manufacturing employment outweighed continued employment growth in construction and agriculture, to cause an overall decline in employment in the goods-producing sector. After declining slightly in September, employment growth resumed in the service-producing sector — boosted by significant increases in the utilities and finance industries.

Unadjusted data

The actual level of employment (9,920,000) was 2.7 per cent higher in October than a year ago. In comparison the growth in the labour force was 3.5 per cent (to 10,707,000). The number of people unemployed was 787,000, an increase of 108,000 from October last. Of the number of persons unemployed, about 69,000 were either laid off or lost their job — and almost 75 per cent were youths 15-24 years old.

The actual unemployment rate in October was 7.3 per cent compared with 7.5 per cent in September and 6.6 per cent a year ago.



SOURCE: Statistics Canada, Labour Force Survey.
Statistique Canada, Enquête sur la population.

JOB VACANCIES — THIRD QUARTER, 1977

Preliminary estimates show that vacancies in the third quarter for all categories of jobs (52,200) increased 5.0 per cent from the second quarter and decreased 16.2 per cent from a year ago. Vacancies for full-time jobs (45,400) increased by 5.1 per cent from the second quarter, and long-term vacancies (15,900) — jobs unfilled for more than four weeks — increased by 20.5 per cent.

For every thousand existing jobs in the third quarter of 1977, six were vacant, the same as in the second quarter. The comparable rate a year ago was seven per thousand. The highest vacancy rates were observed in Alberta (10 per 1,000), Saskatchewan (7 per 1,000) and Ontario (6 per 1,000). The lowest vacancy rate (3 per 1,000) occurred in Newfoundland.

EARNINGS AND INCOME — AUGUST 1977

The seasonally adjusted average weekly earnings for the industrial composite advanced 0.6 per cent to $251.72 in August. All industry divisions, with the exception of forestry, registered gains. At the regional level, British Columbia showed a decrease, while the other regions recorded increases — the largest being in the Prairies (1.0 per cent).

In the manufacturing industry, seasonally adjusted average weekly earnings for August was $268.05, an increase of 0.7 per cent. For the hourly-rated wage earners in manufacturing, average hourly earnings increased marginally to $6.42 per hour, and average weekly hours increased from 38.6 to 38.8 hours.

On an unadjusted basis average weekly earnings for all industries increased 9.2 per cent to $251.72 in August (from $230.49 a year ago). In real terms this increase was 0.7 per cent.

Average weekly earnings (unadjusted) by industry division were: mining $347.07 (11.6 per cent year-over-year increase), manufacturing $265.13 (9.6 per cent), construction $381.30 (14.6 per cent), utilities $290.43 (9.0 per cent), trade $193.17 (7.9 per cent) and services $173.42 (7.2 per cent).

Estimates of labour income, adjusted for seasonal variation, advanced by $58 million between July and August to a total $9,875.6 million. Wages and salaries for all industries increased 0.6 per cent to $9,129.1 million, with manufacturing showing a *decline* of 0.5 per cent to $2,050.8 million.

WAGE SETTLEMENTS — THIRD QUARTER, 1977

The major collective agreements settled in the third quarter provided for an average annual rate of increase of 7.5 per cent in the base rates. For the year ending in September 1977, the average annual increase was 7.9 per cent. In manufacturing, the increase was 7.3 per cent in the third quarter and 6.5 per cent over the twelve-month period.

STRIKES AND LOCKOUTS — AUGUST 1977

Strikes and lockout activities continued to moderate. During August 1977 there were 175 work stoppages which led to a total loss of 404,490 man-days. In July there were 169 stoppages and 466,650 man-days lost. For the year so far 2.6 million man-days have been lost compared with 6.9 million for the same period in 1976.

In relation to total time worked by non-agricultural paid workers, the time lost in August amounted to 20 man-days per 10,000 man-days worked, compared with 26 in July. For the eight-month period of the year, 18 man-days were lost to 10,000 worked compared with 48 for the same period last year.

labour statistics

LABOUR MARKET

	Unadjusted			Seasonally Adjusted				
	Oct. 1976	Oct. 1977	% change[1]	Aug. 1977	Sept. 1977	Oct. 1977	% change[2] Sept.	Oct.
TOTAL				(numbers in thousands)				
Labour Force	10,342	10,707	3.5	10,677	10,711	10,730	0.3	0.2
Employment	9,663	9,920	2.7	9,798	9,825	9,844	0.3	0.2
Unemployment	679	787	5.9	879	886	886	0.8	0.0
Unemployment Rate (%)	6.6	7.3	—	8.2	8.3	8.3	—	—
Participation Rate (%)	60.9	61.7	—	61.7	61.8	61.8	—	—
Both Sexes: 15-24	60.0	61.4	—	63.3	63.7	63.7	—	—
Men:	77.3	77.4	—	77.6	77.8	77.8	—	—
— 25 and over	81.6	81.5	—	80.9	81.0	81.0	—	—
Women:	45.0	46.4	—	46.3	46.3	46.3	—	—
— 25 and over	41.8	43.0	—	42.4	42.3	42.3	—	—
EMPLOYMENT	9,663	9,920	2.7	9,798	9,825	9,844	0.3	0.2
Both Sexes: 15-24	2,365	2,405	1.7	2,445	2,470	2,464	1.0	- 0.2
Men:	6,095	6,207	1.8	6,113	6,136	6,155	0.4	0.3
— 25 and over	4,791	4,895	2.2	4,778	4,786	4,810	0.2	0.5
Women:	3,567	3,713	4.1	3,685	3,689	3,689	0.1	0.0
— 25 and over	2,507	2,620	4.5	2,575	2,569	2,570	- 0.2	0.0
Paid Workers	8,684	8,902	2.5	8,849	8,872	8,862	0.3	- 0.1
— Non Agriculture	8,530	8,752	2.6	8,699	8,721	8,716	0.3	- 0.1
In Industries								
Agriculture	497	496	- 0.2	464	475	483	2.4	1.7
Manufacturing	1,973	1,914	- 3.0	1,889	1,914	1,886	1.3	- 1.5
Construction	695	692	- 0.4	631	635	642	0.6	1.1
Trade	1,649	1,739	5.5	1,710	1,732	1,737	1.3	0.3
Services	2,623	2,758	5.1	2,768	2,754	2,749	- 0.5	- 0.2
By Regions								
Atlantic	751	757	0.8	748	740	735	- 1.1	- 0.7
Quebec	2,493	2,532	1.6	2,502	2,518	2,508	0.6	- 0.4
Ontario	3,691	3,828	3.7	3,777	3,781	3,831	0.1	1.3
Prairies	1,663	1,731	4.1	1,686	1,688	1,709	0.1	1.2
British Columbia	1,065	1,073	0.8	1,075	1,087	1,067	1.1	- 1.8
UNEMPLOYMENT RATE (%)	6.6	7.3	—	8.2	8.3	8.3	—	—
Both Sexes: 15-24	11.9	13.7	—	14.8	14.5	14.8	—	—
Men:	5.6	6.1	—	7.4	7.5	7.3	—	—
— 25 and over	3.8	3.8	—	5.0	5.1	4.8	—	—
Women:	8.2	9.4	—	9.5	9.5	9.8	—	—
— 25 and over	6.5	7.5	—	7.3	7.5	7.7	—	—
By Regions								
Atlantic	10.2	11.6	—	12.7	12.5	13.5	—	—
Quebec	8.6	10.0	—	10.2	10.8	11.4	—	—
Ontario	5.7	6.0	—	7.0	7.3	6.8	—	—
Prairies	3.4	3.9	—	4.9	4.8	4.8	—	—
British Columbia	7.1	7.8	—	8.8	8.3	8.5	—	—

CONSUMER PRICE INDEX

	Unadjusted						Seasonally Adjusted	
				% Change from Previous Year			Current Annual Rate of Change	
	Aug. 1977	Sept. 1977	Oct. 1977	Aug.	Sept.	Oct.	Sept.	Oct.
All-Items (1971 = 100)	162.5	163.4	165.0	8.3	8.4	8.8	7.4	9.5
Food "	183.9	184.3	186.9	10.2	11.2	12.7	8.5	12.0
Total Ex-Food "	155.0	156.1	157.3	7.6	7.4	7.3	7.2	8.8

EARNINGS AND INCOME

	Unadjusted			Seasonally Adjusted				
	Aug. 1976	Aug. 1977[P]	% change[1]	June 1977[P]	July 1977[P]	Aug. 1977[P]	% change[2] July	Aug
Average Weekly Earnings ($)								
Industrial Composite ($ Current)	230.49	251.72	9.2	250.15	250.19	251.72	0.0	0
Real ($ 1971)	152.95	154.05	0.7	154.60	153.96	154.05	- 0.4	0
By Regions:								
Atlantic	203.98	222.59	9.1	221.68	222.15	222.81	0.2	0
Quebec	223.31	246.22	10.3	245.46	244.98	247.01	- 0.2	0
Ontario	231.35	250.86	8.4	250.10	249.38	251.04	- 0.3	0
Prairies	228.62	251.38	10.0	248.60	248.11	250.53	- 0.2	1
British Columbia	263.88	285.72	8.3	283.17	283.85	282.72	0.2	- 0
Manufacturing:								
Average Weekly Earnings ($)	241.87	265.13	9.6	267.08	266.30	268.05	- 0.3	0
Average Hourly Earnings ($)	5.80	6.37	9.8	6.36	6.41	6.42	0.8	0
Average Weekly Hours	38.5	38.6	0.3	38.7	38.6	38.8	- 0.3	0
Total Labour Income ($ M)	9,011.0	9,867.6	9.5	9,808.5	9,817.7	9,875.8	0.1	0
Wages and Salaries - Total	8,345.7	9,120.6	9.3	9,064.3	9,077.0	9,129.1	0.1	0
— Manufacturing	1,935.0	2,076.4	7.3	2,068.3	2,061.6	2,050.8	- 0.3	- 0

MAJOR COLLECTIVE BARGAINING SETTLEMENTS

	Annual		Unadjusted							Last Four Quarters
			1976				1977			
	1975	1976	I	II	III	IV	I	II	III	
	(Annual compound rates of change)									
Total (Ex-Const.)	17.0	10.2	14.1	10.8	9.4	7.9	8.5	7.9	7.5	7.9
Commercial Ind.	14.9	9.5	12.5	10.3	8.9	7.0	8.0	7.4	7.4	7.4
Manufacturing	13.9	8.7	11.8	9.5	9.1	5.9	6.7	6.3	7.3	6.5

JOB VACANCIES

	Unadjusted						Seasonally Adjusted		
	1976			1977			1976	1977	
	II	III	IV	I	II	III	IV	I	II
	(numbers in thousands)								
All categories	64.6	62.3	40.3	39.7	49.7	52.2	45.6	46.8	47.
Full-time	49.3	54.7	35.8	35.3	43.2	45.4	40.6	41.0	41.
Long-term	15.5	20.3	13.9	12.4	13.2	15.9	15.1	13.7	14.

[1] Per cent change from previous year.
[2] Per cent change from previous month.
P Preliminary.

Source: Statistics Canada, *The Labour Force*, Cat. 71-001. Statistics Canada, *Employment, Earnings and Hours*, Cat. 72-002. Statistics Canada, *Quarterly, Report on J Vacancies*, Cat. 71-002. Statistics Canada, *The Consumer Price Index*, Cat. 62-001. Labour Canada, *Wage Developments*, Labour Data Branch.

CAMROSE LUTHERAN COLLEGE
Library

STRIKES AND LOCKOUTS

	1976				1977			
	I	II	III	IV	I	II	JULY	AUG.
Strikes and Lockouts	172	209	203	143	119	159	169	175
No. of Workers Involved	125,271	231,695	112,173	342,621	23,948	34,555	40,805	36,984
Man-days Lost — Total	610,433	864,817	1,466,900	927,813	215,677	346,553	466,650	404,490
— Manufacturing	421,673	296,383	501,157	278,540	110,100	207,630	176,440	197,570
Man-days Lost as a % of Estimated Working Time	0.35	0.48	0.79	0.50	0.12	0.19	0.26	0.20
— Manufacturing	1.08	0.74	1.18	0.67	0.28	0.52	0.46	0.45

MINIMUM WAGE RATES — PER HOUR

Jurisdiction	Effective Date	Experienced Adults	Youths and Students
Federal	April 1, 1976	$2.90	under 17: $2.65
Alberta	March 1, 1977	$3.00	under 18: $2.85 Part-time students under 18: $2.50
British Columbia	June 1, 1976	$3.00	17 and under: $2.60
Manitoba	September 1, 1976	$2.95	under 18: $2.70
New Brunswick	November 1, 1976	$2.80	no special rates
Newfoundland	January 1, 1976	$2.50	no special rates
Nova Scotia	January 1, 1977	$2.75	14 to 18: $2.50
Ontario	March 15, 1976	$2.65	Students under 18 employed less than 28 hours in a week or during a school holiday: $2.15
Prince Edward Island	July 1, 1977	$2.70	under 18: $2.35
Quebec	July 1, 1977	$3.15	under 18: $2.95
Saskatchewan	January 1, 1977	$3.00	no special rates
Northwest Territories	June 7, 1976	$3.00	under 17: $2.55
Yukon Territory	April 1, 1976	$3.00	no special rates

[1]Year-over-year % change.
[2]Month-to-month % change.
PPreliminary.

Source: Statistics Canada, *The Labour Force,* Cat. 71-001. Statistics Canada, *Employment, Earnings and Hours,* Cat. 72-002. Statistics Canada, *Quarterly, Report on Job Vacancies,* Cat. 71-002. Statistics Canada, *The Consumer Price Index,* Cat. 62-001. Labour Canada, Labour Data Branch, *Wage Developments, and Labour Disputes.*

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Labour Data Branch of the Canada Departmdnt of Labour on the basis reports from the Canada Manpower Division, Department of Manpower and Immigration. The tables cover strikes and lockouts that amount to 10 more man-days. The number of workers involved includes all workers reported on strike or lockout, whether or not they all belonged to the uni directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, a not included.

TIME PERSPECTIVE ON WORK STOPPAGES, AUGUST 1977

Period	Number beginning during month	Work stoppages in existence during month or year			Per cent estimat worki tir
		Number	Workers involved	Duration in man-days	
Year					
1973	677	724	348,470	5,776,080	0.
1974	1,173	1,218	580,912	9,221,890	0.
1975	1,103	1,171	506,443	10,908,810	0.
1976	921	1,039	1,570,940	11,609,890	0.
1976					
August	78	206	116,648	1,186,600	0.
September	59	185	136,482	1,943,860	1.
October	78	181	927,888	2,035,720	1.
November	52	138	54,886	498,700	0.
December	37	110	45,090	249,020	0.
1977*					
January	47	113	29,132	227,670	0.
February	45	111	19,272	193,140	0.
March	69	133	23,441	226,220	0.
April	76	160	39,133	353,400	0.
May	60	154	32,857	359,740	0.
June	59	162	31,675	326,520	0.
July	51	169	40,805	466,650	0.
August	68	175	36,984	404,490	0.
January-August 1977*		541		2,557,840	0.
January-August 1976		813		6,882,790	0.

*Preliminary

WORK STOPPAGES BY INDUSTRY, AUGUST 1977 (Preliminary)

Industry	Number beginning during month	Work stoppages in existence during month			Cumulative duration in man-days (Jan. to Aug.)
		Number	Workers involved	Duration in man-days	
Agriculture	0	0	0	0	0
Forestry	0	1	250	5,750	55,990
Fishing	0	0	0	0	20,800
Mines	4	6	2,188	13,050	92,490
Manufacturing	38	86	19,402	197,570	1,328,810
Construction	9	16	6,930	104,060	400,970
Transp. & Utilities	4	15	3,405	24,760	140,350
Trade	4	16	1,506	22,610	102,070
Finance	1	1	160	3,200	7,440
Service	3	20	948	16,250	291,080
Public Admin.	5	14	2,195	17,240	117,840
Various industries	0	0	0	0	0
TOTAL	68	175	36,984	404,490	2,557,840

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WORK STOPPAGES BY JURISDICTION, AUGUST 1977 (Preliminary)

Jurisdiction	Number beginning during month	Work stoppages in existence during month			Cumulati du tion ma da (Jan. Au.
		Number	Workers involved	Duration in man-days	
Nfld.	3	3	1,819	1,970	119,2
P.E.I.	0	0	0	0	
N.S.	3	8	414	5,370	16,0
N.B.	6	6	1,923	8,520	20,4
Québec	14	75	8,141	132,040	1,157,9
Ontario	24	47	11,718	197,720	870,3
Manitoba	1	2	475	2,450	20,5
Saskatchewan	4	7	276	2,350	27,2
Alberta	1	6	404	5,050	56,3
B.C.	10	12	8,663	30,060	102,6
Yukon & N.W.T.	0	0	0	0	
Total, provinces	66	166	33,833	385,530	2,390,5
Federal Public Service(1)	1	1	2,200	6,600	12,6
Federal Industries(2)	1	8	951	12,360	154,5
Federal total	2	9	3,151	18,960	167,1
TOTAL	68	175	36,984	404,490	2,557,6

(1) Covered under the Public Service Staff Relations Act.
(2) Covered under the Canada Labour Code: Part V.

NOTE: Numbers relate only to workers directly involved in the dispute.

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